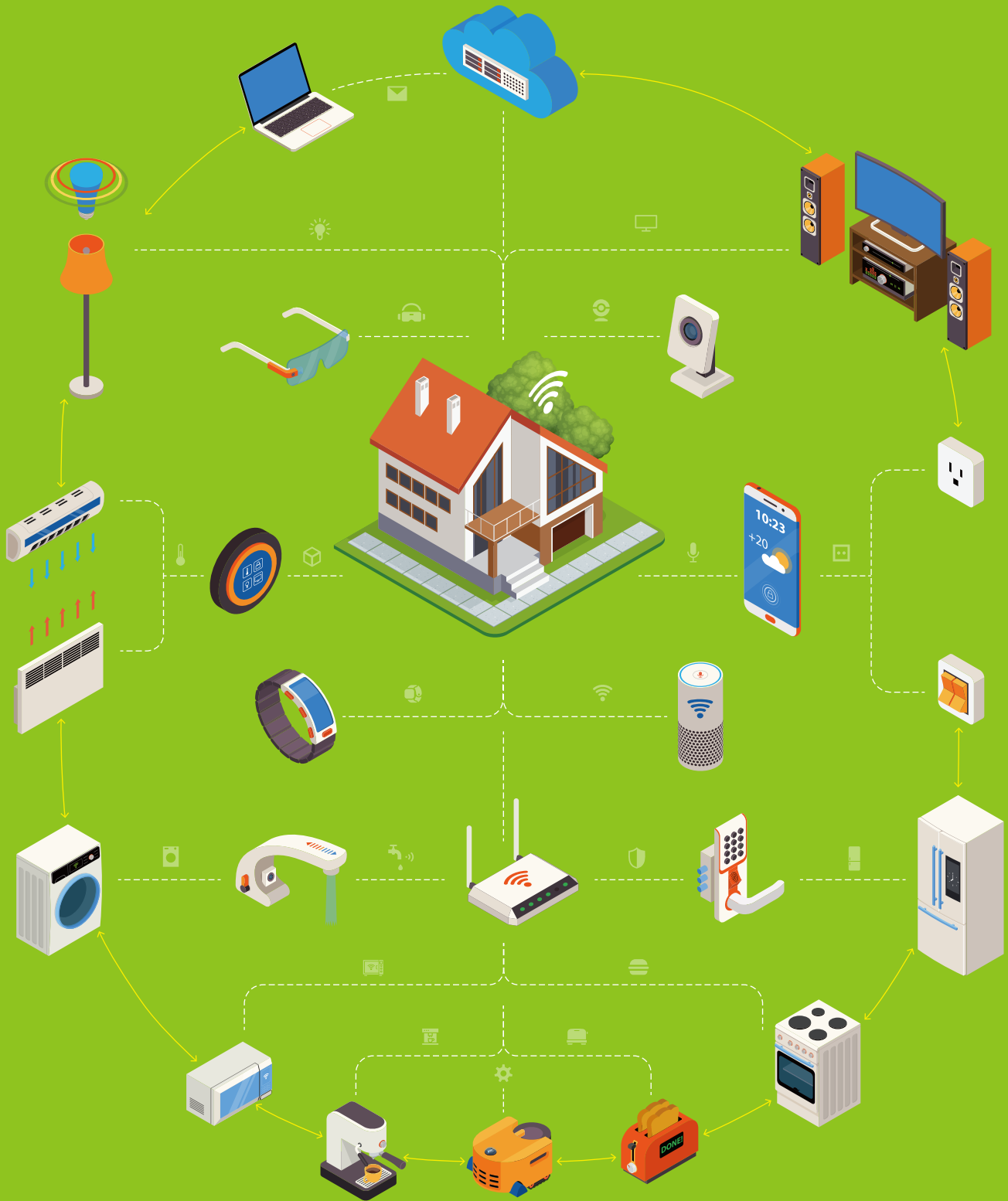




2025 ANNUAL REPORT

Qeeka Home (Cayman) Inc.

Stock Code:1739



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Corporate Information

BOARD OF DIRECTORS

Executive Directors

Mr. DENG Huajin (*Chairman and Chief Executive Officer*)
Mr. TIAN Yuan
Ms. SUN Jie

Non-executive Directors

Mr. ZHOU Wei
Mr. ZHAO Guibin
Mr. XIE Tian

Independent Non-executive Directors

Mr. ZHANG Lihong
Mr. CAO Zhiguang
Mr. LAM Siu Wing¹
Mr. WONG Man Chung Francis²

JOINT COMPANY SECRETARIES

Mr. TIAN Yuan
Ms. LEUNG Kwan Wai

AUTHORIZED REPRESENTATIVES

Mr. DENG Huajin
Mr. TIAN Yuan

AUDIT AND RISK MANAGEMENT COMMITTEE

Mr. LAM Siu Wing¹ (*Chairman*)
Mr. ZHANG Lihong
Mr. CAO Zhiguang
Mr. WONG Man Chung Francis²

REMUNERATION COMMITTEE

Mr. CAO Zhiguang (*Chairman*)
Mr. DENG Huajin
Mr. ZHANG Lihong
Mr. LAM Siu Wing¹
Mr. WONG Man Chung Francis²

NOMINATION COMMITTEE

Mr. DENG Huajin (*Chairman*)
Mr. ZHANG Lihong
Mr. CAO Zhiguang
Mr. LAM Siu Wing¹
Ms. SUN Jie³

REGISTERED OFFICE

ICS Corporate Services (Cayman) Limited
Palm Grove Unit 4, 265 Smith Road, George Town,
P.O. Box 52A Edgewater Way, #1653,
Grand Cayman KY1-9006,
Cayman Islands

HEADQUARTERS

Building 1, No. 1926, Cao An Highway
Jiading District, Shanghai
PRC

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

Room 1928, 19/F,
Lee Garden One
33 Hysan Avenue,
Causeway Bay,
Hong Kong

Notes:

1. Mr. LAM Siu Wing was appointed as an independent non-executive Director of the Company, the chairman of the Audit and Risk Management Committee and member of the Remuneration Committee on 4 June 2025. He was also appointed as a member of Nomination Committee on 31 March 2026.
2. Mr. WONG Man Chung Francis resigned as an independent non-executive Director of the Company on 4 June 2025.
3. Ms. SUN Jie was appointed as a member of Nomination Committee on 31 March 2026.

Corporate Information

PRINCIPAL SHARE REGISTRAR AND TRANSFER AGENT

ICS Corporate Services (Cayman) Limited
Palm Grove Unit 4,
265 Smith Road, George Town,
P.O. Box 52A Edgewater Way, #1653,
Grand Cayman KY1-9006,
Cayman Islands

HONG KONG SHARE REGISTRAR

Tricor Investor Services Limited
17/F, Far East Finance Centre
16 Harcourt Road
Hong Kong

LEGAL ADVISERS

As to Hong Kong law and United States law
Simpson Thacher & Bartlett
35/F, ICBC Tower
3 Garden Road
Central
Hong Kong

AUDITOR

PricewaterhouseCoopers¹
*Certified Public Accountants and
Registered Public Interest Entity Auditor*
22/F, Prince's Building
Central
Hong Kong

BDO Limited²
*Certified Public Accountants and Public Interest
Entity Auditor registered in accordance with the Accounting
and Financial Reporting Council Ordinance*
25th Floor, Wing On Centre,
111 Connaught Road Central,
Hong Kong, China

STOCK CODE

1739

COMPANY'S WEBSITE

www.qeeka.com

PRINCIPAL BANKS

China Merchants Bank, Shanghai Branch
Road Jinshajiang Sub-branch
1-2/F, Tower A, Shengnuoya Building
No. 1759, Road Jinshajiang
Putuo District
Shanghai
PRC

Bank of China (Hong Kong) Limited
Hong Kong Branch
3/F, Bank of China Tower
1 Garden Road
Central
Hong Kong

¹ PricewaterhouseCoopers ("PwC") has resigned as the auditor of the Company on 5 December 2025.

² BDO Limited ("BDO") is appointed as the new Auditor with effect from 5 December 2025 to fill the casual vacancy arising from the resignation of PwC and to hold office until the conclusion of the next annual general meeting of the Company.

Key Financial and Operation Data

1. FINANCIAL SUMMARY

	Year ended 31 December		Year-on-year Change (%)
	2025 (RMB'000)	2024 (RMB'000)	
Revenue	946,519	1,055,639	(10.3%)
Gross Profit	383,529	413,034	(7.1%)
Gross Margin	40.5%	39.1%	–
Net loss attributable to equity holders of the Company	(61,716)	(126,957)	–
Adjusted net loss attributable to equity holders of the Company ⁽¹⁾	(103,311)	(93,865)	–

Note:

- (1) Adjusted net loss attributable to equity holders of the Company excludes impairment (reversal)/loss on investments accounted for using the equity method, net fair value change on investment on financial assets at fair value through profit or loss, which exclude wealth management products and others, loss on reclassification of investments accounted for using the equity method to financial assets at FVPL and share-based compensation (reversal)/expenses.

2. KEY OPERATION METRICS

The table below sets forth our key operation metrics during the Reporting Periods indicated:

	Year ended 31 December	
	2025	2024
Number of sales leads ⁽¹⁾	540,778	633,769
Number of recommended users	493,507	528,727
Average revenue from SaaS and Marketing Service per sales lead (RMB) ⁽²⁾	484	527

Notes:

- (1) It represents the number of data that identifies someone as a potential demand user of Interior Design and Construction for the year ended 31 December 2025.
- (2) It refers to the average revenue per sales lead, which equals the revenue from SaaS and Marketing Service for the year ended 31 December 2025 divided by the sales leads as of 31 December 2025.

Chairman's Statement



Dear shareholders:

On behalf of the Board of the Company, I hereby present the annual results of the Group for the year ended 31 December 2025.

RESULTS

The Group's audited revenue for the year ended 31 December 2025 was RMB946.5 million, a decrease of 10.3% compared with the results for the previous year, primarily due to the decrease in revenue from SaaS and Marketing Service and Interior Design and Construction Business. The Group's audited net loss attributable to equity holders of the Company for the year ended 31 December 2025 was RMB61.7 million. The Group's non-IFRS net loss attributable to equity holders of the Company for the year ended 31 December 2025 was RMB103.3 million.

BUSINESS REVIEW AND OUTLOOK

Business Review

We are an industry-focused home living solutions platform with roots in China's interior design and construction ecosystem, and an expanding presence in global consumer markets.

We began as a marketing and digital solution provider serving participants across China's interior design and construction value chain. With the mission of helping users achieve better living spaces in an easy, reliable and cost-effective manner, we have developed digital tools, traffic solutions and service capabilities to empower interior design and construction service providers, improve operating efficiency and enhance user experience. Through years of industry engagement, we have accumulated in-depth expertise in home-related products, supply chain coordination, quality standards and digital customer acquisition.

Chairman's Statement

Building on these capabilities, we have strategically expanded into cross-border e-commerce, extending our home industry expertise to overseas markets. By leveraging our established supplier network, product know-how and digital operating capabilities, we connect high-quality Chinese home furnishing manufacturers with consumers in North America and Europe through leading online marketplaces. This expansion represents a natural evolution of our platform capabilities from domestic industry empowerment to global product operations.

Today, we operate under a dual-engine model: (i) domestic industry-focused digital services within the home improvement ecosystem, and (ii) cross-border e-commerce operations serving international consumers. These two segments share common foundations in supply chain management, product understanding and data-driven operations, while diversifying our revenue streams across different geographic and industry cycles.

Company Business Highlights

- **SaaS and Marketing Service Business**

In 2025, the Chinese real estate market remained in a phase of structural adjustment, with investment and new construction starts continuing at low levels and market confidence recovering at a relatively slow pace. Although supportive policy measures were maintained to stimulate improvement-driven demand and activate the existing market, overall demand across the value chain remained cautious, and industry participants faced pressure on revenue

and profitability. The Group's legacy business, which focuses on marketing solutions and services for interior design and renovation, is closely linked to the real estate market's performance, and the operating environment for this segment therefore continued to be challenging.

Affected by the above industry environment, customer demand for this business line experienced a temporary contraction. As of December 31, 2025, the number of sales leads was 540,778, representing a decrease of 14.7% from 633,769 for the same period in 2024. Meanwhile, against the backdrop of tightened marketing budgets among real estate enterprises and intensified industry competition, IDC service providers also reduced the scale of service procurement and the level of spending per service provider, resulting in a certain decline in the overall average revenue per service provider.

As a result of the decrease in the number of sales leads and the decline in average revenue per sales lead, the Group's SaaS and marketing revenue in 2025 amounted to approximately RMB261.5 million, representing a decrease of 21.6% from approximately RMB333.7 million for the same period in 2024. Such fluctuation in revenue was mainly attributable to the cyclical adjustment of the real estate industry and the temporary tightening of marketing budgets by service providers.

The table below sets forth our key operation metrics during the Reporting Periods indicated:

	Year ended 31 December	
	2025	2024
Number of sales leads ⁽¹⁾	540,778	633,769
Number of recommended users	493,507	528,727
Average revenue from SaaS and Marketing Service per sales lead (RMB) ⁽²⁾	484	527

Notes:

(1) It represents the number of data that identifies someone as a potential demand user of Interior Design and Construction for the year ended 31 December 2025.

(2) It refers to the average revenue per sales lead, which equals the revenue from SaaS and Marketing Service for the year ended 31 December 2025 divided by the sales leads as of 31 December 2025.

Chairman's Statement

- **Interior Design and Construction Business**

In 2025, against the continued adjustment in the real estate market and overall weaker industry conditions, demand for the Group's interior design and construction business declined. Our revenue from interior design and construction business achieved a revenue of approximately RMB396.0 million in 2025, a year-on-year decline of 40.5% from approximately RMB665.2 million in 2024.

The revenue from home decoration business was approximately RMB50.3 million, a 39.3% decrease from the prior year, primarily due to the subdued real estate market and the Group's gradual closure of selected residential renovation outlets during 2025 to optimize resource allocation. The revenue from public decoration business amounted to approximately RMB345.7 million, down 40.6% from approximately RMB582.3 million in 2024, largely reflecting the completion of the BYD project and the Group's deliberate reduction in new real estate projects to maintain healthy operating cash flow.

Overall, the decline in renovation revenue was mainly attributable to the cyclical slowdown in the real estate sector and the Group's proactive adjustment of its project portfolio. The Group will continue to monitor market trends and optimize project selection to support sustainable cash flow and profitability.

- **International Service Business**

The global e-commerce retail market maintained steady growth in 2025, with online consumption penetration in mature markets such as North America and Europe remaining at relatively high levels. Consumer demand for cost-effective products continued, and cross-border e-commerce, as a key channel connecting Chinese manufacturing with overseas consumers, steadily expanded in scale. While opportunities for growth remain significant, the industry also faces uncertainties, including platform policy changes, international trade regulations, and currency fluctuations. The Group's cross-border business primarily operates through leading platforms such as Amazon, while also expanding presence on TikTok, Walmart and Wayfair.

Leveraging its long-standing expertise in China's home furnishing value chain, including supply chain integration and product knowledge, the Group initiated its cross-border e-commerce business in 2024 and completed the relevant operational integration in 2025, achieving scaled operations. In this segment, the Group focuses on core product categories including furniture, building materials, outdoor products, and tools, aligning products with overseas market preferences through standardized design and structural optimization, while establishing overseas warehousing and inventory management systems to improve fulfillment efficiency and inventory turnover. Additionally, the Group has adapted its domestic digital display capabilities, data analytics, and customer service systems to enhance online operational efficiency and user experience.

In 2025, the international service business generated a revenue of approximately RMB279.9 million, which significantly mitigated the revenue shortfall caused by cyclical adjustments in our traditional core business. Despite multiple challenges such as changes in tariff policies and escalating compliance requirements, the Group maintained stable operations through prudent business strategies and a solid supply chain foundation. Our international service business has become a vital pillar supporting the Company's steady earnings growth, demonstrating the continued effectiveness of our meticulously cultivated "second growth curve."

- **Innovation and others Business**

During the year, the innovation and other business primarily comprised the supply chain business and several new businesses under exploration. The Group continued to actively pursue new business opportunities to enrich its business ecosystem and diversify operational risks.

Company Financial Highlights

For the year ended 31 December 2025:

- Total revenue decreased by 10.3% year over year to approximately RMB946.5 million, primarily due to a decline in revenue from SaaS and Marketing Service by 21.6% to RMB261.5 million, and a decrease in revenue from Interior Design and Construction service by 40.5% to approximately RMB396.0 million, despite a 653.1% increase in revenue from International Service to approximately RMB279.9 million.

Chairman's Statement

- Adjusted net loss attributable to equity holders of the Company was approximately RMB103.3 million, compared to an adjusted net loss attributable to equity holders of the Company of approximately RMB93.9 million in the same period last year.
- As of 31 December 2025, we had cash and cash equivalents of approximately RMB74.6 million, term deposits of approximately RMB573.6 million and restricted cash of approximately RMB126.2 million, compared to the balances of approximately RMB119.2 million, approximately RMB581.9 million and approximately RMB82.7 million, respectively as of 31 December 2024.

Company Business Outlook

Looking ahead, the Group will continue to implement its Two-Wheel Drive strategy and build a global comprehensive solutions platform focused on the home furnishing industry.

For domestic business, we will adopt a prudent approach to consolidate our core operations, reduce costs and improve efficiency. Leveraging our digital and industrial advantages, we will empower the industrial chain, enhance operational efficiency and strengthen our competitive position amid industry cyclical adjustments.

As the Group's Second Growth Curve, international business will remain a key growth engine. We will expand in major overseas markets, optimise channels and enhance brand building, while adapting to global trade and regulatory changes to improve business resilience.

The Group will further integrate the two business segments in supply chain, digital operation and product innovation to unlock synergies. Notwithstanding macroeconomic and industry uncertainties, the Group is confident in its long-term development. Driven by technological innovation and deep industry focus, we will enhance growth and profitability to create long-term value for shareholders.

APPRECIATION

I would like to take this opportunity to express my sincere gratitude to all shareholders, investors, business partners and users for their trust in and support to the Group, I would also like to thank our fellow board members, the management and staffs for their efforts and contributions to the Group. In the future, we will continue to drive the Group's growth and maximize value for our shareholders.

Mr. DENG Huajin

Chairman and Chief Executive Officer

Shanghai, China
31 March 2026

Management Discussion and Analysis

MANAGEMENT DISCUSSION AND ANALYSIS

(The following information disclosures were based on financial information prepared in accordance with IFRSs unless otherwise specified)

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
Revenue	946,519	1,055,639
Cost of sales	(562,990)	(642,605)
Gross profit	383,529	413,034
Selling and marketing expenses	(431,297)	(417,143)
Administrative expenses	(64,428)	(64,276)
Research and development expenses	(17,107)	(28,245)
Net impairment losses on financial and contract assets	(4,521)	(24,694)
Other gains/(losses) – net	41,249	(30,463)
Operating loss	(92,575)	(151,787)
Finance income	30,344	39,311
Finance costs	(4,702)	(6,447)
Finance income – net	25,642	32,864
Share of results of investments accounted for using the equity method	252	(9,848)
Loss before income tax	(66,681)	(128,771)
Income tax expenses	–	(3,459)
Loss for the year	(66,681)	(132,230)
Loss attributable to:		
Equity holders of the Company	(61,716)	(126,957)
Non-controlling interests	(4,965)	(5,273)
	(66,681)	(132,230)
Non-IFRS measure		
Adjusted net loss attributable to equity holders of the Company	(103,311)	(93,865)

Management Discussion and Analysis

Revenue

Total revenue decreased by 10.3% from approximately RMB1,055.6 million for the year ended 31 December 2024 to approximately RMB946.5 million for the year ended 31 December 2025, primarily due to the decrease in revenue from SaaS and Marketing Service and Interior Design and Construction Business which offset the increase in the revenue from International Service Business.

The following table sets forth a breakdown of our revenue by segment during the periods indicated:

	Year ended 31 December			
	2025		2024 (restated)	
	Amount RMB'000	% of total revenue	Amount RMB'000	% of total revenue
SaaS and Marketing Service Business	261,510	27.6%	333,709	31.6%
Interior Design and Construction Business	396,002	41.8%	665,184	63.0%
International Service Business	279,892	29.6%	37,166	3.5%
Innovation and others Business	9,115	1.0%	19,580	1.9%
Total	946,519	100.0%	1,055,639	100.0%

Note: During the year ended 31 December 2025, the group has reorganized its business segments to better allocate resources and assess performance of the operating segments. The "International Service Business" segment has been spun off from the "Innovation and others Business" segment. The segment information for the year ended 31 December 2024 had been restated accordingly.

SaaS and Marketing Service Business

Revenue from SaaS and Marketing Service Business decreased by 21.6% from approximately RMB333.7 million for the year ended 31 December 2024 to approximately RMB261.5 million for the year ended 31 December 2025.

As of the year ended 31 December 2025, the number of sales leads was 540,778, representing a decrease of 14.7% from 633,769 in the same period of 2024, primarily due to a decline in renovation demand from users across different city tiers. In first-tier and core second-tier cities, the real estate market remained in an adjustment phase, and cautious household income expectations led users to defer or scale down renovation plans, resulting in lower conversion rates and longer decision-making cycles. In lower-tier cities, population outflow and a subdued property market further weighed on new renovation demand. Although there remained a certain level of rigid demand for the refurbishment of existing houses, overall order volume showed a declining trend.

Average revenue from SaaS and Marketing Service per sales lead decreased from approximately RMB527 in 2024 to approximately RMB484 in 2025. In higher-tier cities, users' stronger focus on cost-effectiveness in home renovation suppressed demand for high-end customization and value-added services, compressing IDC service providers' margins and leading them to reduce marketing expenditures. In lower-tier cities, a higher proportion of lower-budget projects further constrained marketing expenditure.

Interior Design and Construction Business

In this segment, we operated two types of renovation services, home renovation service and commercial renovation service. Revenue from Interior Design and Construction decreased by 40.5% from approximately RMB665.2 million for the year ended 31 December 2024 to approximately RMB396.0 million for the year ended 31 December 2025.

Management Discussion and Analysis

The revenue from home renovation service decreased by 39.3% from approximately RMB82.8 million for the year ended 31 December 2024 to approximately RMB50.3 million for the year ended 31 December 2025, primarily due to the Group's strategic decision to exit the home renovation business in 2025, in order to reduce operating losses and reallocate more resources to the exploration of new business opportunities.

The revenue from commercial renovation service, which provided interior decoration services for real estate fine decoration housing, hotels, commercial real estate and office spaces, decreased by 40.6% from approximately RMB582.3 million for the year ended 31 December 2024 to approximately RMB345.7 million for the year ended 31 December 2025. It was mainly due to (i) the substantial completion of the major BYD projects, leading to a gradual

reduction in revenue recognition, and (ii) the continued downturn in the overall property market environment, to maintain a healthy operating cash flow, the Group adopted stricter criteria in selecting new projects, which resulted in a contract value of approximately RMB244.3 million for the current period, representing a decrease of 48.5% as compared with the same period last year.

International Service Business

The revenue from International Service increased by 653.1% from approximately RMB37.2 million for the year ended 31 December 2024 to approximately RMB279.9 million for the year ended 31 December 2025, demonstrating the early effectiveness of the Company's new strategic initiatives. The Company has concentrated its business development efforts on the International Service segment to cultivate new profit growth drivers.

By Type of Goods

The following table sets forth a breakdown of our revenue by type of goods in absolute amount and as a percentage of revenue for the periods indicated:

	Year ended 31 December			
	2025		2024	
	Amount RMB'000	% of total revenue	Amount RMB'000	% of total revenue
Furniture	150,887	53.9%	25,158	67.7%
Building Materials and Home Decoration	47,601	17.0%	3,697	9.9%
Outdoor Products	27,217	9.7%	3,550	9.6%
Tools and Industrial Supplies	23,925	8.5%	2,673	7.2%
Pet Products	15,484	5.5%	1,573	4.2%
Home Furnishings and Others	14,778	5.4%	515	1.4%
Total	279,892	100.0%	37,166	100.0%

Management Discussion and Analysis

During the period, our revenue from international service business significantly increased by 653.1% from approximately RMB37.2 million for the year ended 31 December 2024 to approximately RMB279.9 million for the year ended 31 December 2025, primarily reflecting the early effectiveness of the Company's new strategic initiatives in 2025.

Our diversified product portfolio includes the following categories:

- **Furniture:** This segment mainly including office chairs, bookshelves, cabinets, dressing tables, bedside tables, side tables, art chairs, mobile islands, sofa beds, and other related item.
- **Building Materials and Home Decoration:** This segment mainly features exhaust fans, smart toilets, flooring, bathroom hardware, and other related products.

- **Outdoor Products:** This segment primarily offers children's trampolines, basketball hoops, chicken coops, trampoline trainers, and other related items.

- **Tools and Industrial Supplies:** This segment comprises pruning shears, rotary levels, car polishers, steam cleaners, and other related products.

- **Pet Products:** This segment includes dog cages, pet beds, cat trees, cat cages, and other related items.

- **Home Furnishings and Others:** This segment mainly consists of storage racks, cutlery, and other related items.

This diversified product mix allows us to address a broad range of customer needs, strengthening our market presence across multiple categories and supporting sustainable revenue growth.

Sales channels

	Year ended 31 December			
	2025		2024	
	Amount RMB'000	% of total revenue	Amount RMB'000	% of total revenue
Revenue from sales of goods				
– Through third party e-commerce platforms	279,892	100.0%	37,166	100.0%
Total	279,892	100.0%	37,166	100.0%

Our revenue from sales of goods was derived from third-party e-commerce platforms, primarily through the Amazon platform, with a small portion sold on TikTok, Walmart, Wayfair and other platforms.

Geographical information

	Year ended 31 December			
	2025		2024	
	Amount RMB'000	% of total revenue	Amount RMB'000	% of total revenue
United States	278,604	99.5%	30,310	81.6%
Canada	1,151	0.4%	6,852	18.4%
Others	137	0.1%	4	0.0%
Total	279,892	100.0%	37,166	100.0%

Substantially all of our revenue from sales of goods was derived from the United States during the period.

Management Discussion and Analysis

Innovation and others

The revenue from Innovation and others business decreased from approximately RMB19.6 million for the year ended 31 December 2024 to approximately RMB9.1 million. The revenue from the segment mainly includes Supply Chain Service and other business, with revenue in this year mainly contributed by Supply Chain Service at approximately RMB9.1 million. The main reason for the revenue decline of the business is that we have allocated more resources to businesses with better profitability.

Cost of sales

Cost of sales decreased by 12.4% to approximately RMB563.0 million for the year ended 31 December 2025, compared to approximately RMB642.6 million for the year ended 31 December 2024, which was mainly due to (i) decrease in costs of our Interior Design and Construction Business which is in line with the decrease of revenue from Interior Design and Construction Business, which partially offset (ii) the increase in costs of the new International Services Business, consistent with the upward trend in revenue from this business.

Our cost of sales from International Service Business primarily consists of procurement costs, logistics costs and write-down of inventories.

SaaS and Marketing Service Business

Cost of sales from SaaS and Marketing Service Business decreased by 67.4% from approximately RMB8.6 million for the year ended 31 December 2024 to approximately RMB2.8 million for the year ended 31 December 2025, primarily due to the decrease in operating service cost for this segment.

Interior Design and Construction Business

Cost of sales from Interior Design and Construction Business decreased by 38.7% from approximately RMB594.5 million for the year ended 31 December 2024 to approximately RMB364.3 million for the year ended 31 December 2025. The decrease was primarily due to a reduction in revenue, which led to the reduction in material costs and labor costs compared to the corresponding period.

International Service Business

The cost of sales for our International Services Business represents the cost of sales of goods. The cost of sales for sales of goods primarily comprises (i) procurement costs paid for OEM manufacturing services; (ii) logistics costs, incurred for third-party logistics services related to product sales; and (iii) inventory write-downs, which are mainly attributable to the strategies adopted to promote new products at lower prices and to clear aged inventory.

Cost of sales from International Service Business increased by 697.2% from approximately RMB23.5 million for the year ended 31 December 2024 to approximately RMB187.7 million for the year ended 31 December 2025, primarily driven by the growth in revenue, and mainly comprised procurement costs and logistics costs.

Innovation and others

Cost from Innovation and others decreased by 48.5% from approximately RMB16.0 million for the year ended 31 December 2024 to approximately RMB8.2 million for the year ended 31 December 2025, primarily due to the decrease in material costs for the segment from Supply Chain Service.

Gross profit and gross profit margin

As a result of the foregoing, our total gross profit decreased by 7.1% from approximately RMB413.0 million for the year ended 31 December 2024 to approximately RMB383.5 million for the year ended 31 December 2025, mainly due to a decline of approximately RMB105.4 million from SaaS and Marketing Service Business and Interior Design and Construction Business, partially offset by an approximately RMB78.6 million contribution from the new segment International Service Business.

The gross profit margin rose from 39.1% to 40.5%, reflecting higher contributions from our SaaS and Marketing Service Business and International Service Business, which together accounted for 57.2% of total revenue. Their respective gross profit margins were 98.9% and 33.0%, partially offset by the lower-margin IDC Business, which accounted for 41.8% of total revenue with a gross profit margin of 8.0%.

Management Discussion and Analysis

Selling and marketing expenses

Our selling and marketing expenses primarily comprised advertising and promotion expenses, salaries and benefits (including share-based compensation expenses) for sales personnel, labor cost, overseas warehouse expenses and other expenses associated with our selling and marketing activities. Our selling and marketing expenses increased by 3.4% from approximately RMB417.1 million for the year ended 31 December 2024 to approximately RMB431.3 million for the year ended 31 December 2025, primarily due to the increase of overseas warehouse expenses from the expansion of our newly established International Service Business.

Administrative expenses

Our administrative expenses primarily comprised salaries and benefits (including share-based compensation expenses) for our administrative personnel, labor cost, professional fee and other expenses. Our administrative expenses slightly increased by 0.2% from approximately RMB64.3 million for the year ended 31 December 2024 to approximately RMB64.4 million for the year ended 31 December 2025.

Research and development expenses

Our research and development expenses primarily comprised salaries and benefits for research and development personnel, office rental and other expenses associated with our research and development activities. Our research and development expenses decreased by 39.4% from approximately RMB28.2 million for the year ended 31 December 2024 to approximately RMB17.1 million for the year ended 31 December 2025, mainly attributed to the decrease in the salaries and benefits.

Net impairment losses on financial and contract assets

Our net impairment losses on financial and contract assets decreased by 81.7% from approximately RMB24.7 million for the year ended 31 December 2024 to approximately RMB4.5 million for the year ended 31 December 2025, primarily due to (i) the net reversal of impairment losses on trade receivables and contract assets following the recovery of bad debts in respect of certain projects, and (ii) the reduction in the balances of trade receivables and contract assets.

Other gains – net

Net other gains were approximately RMB41.2 million for the year ended 31 December 2025. It was mainly due to (i) impairment reversal on investments accounted for using the equity method of approximately RMB26.8 million,

(ii) gain on investment on financial assets at fair value through profit or loss of approximately RMB19.1 million, and (iii) loss on reclassification of investments accounted for using the equity method to financial assets at FVPL of approximately RMB4.0 million.

Finance income – net

Our finance income for the year ended 31 December 2025 was mainly comprised of bank interest income and interest expense on loans.

Income tax expenses

No income tax expense was recognised for the year ended 31 December 2025, mainly as majority of subsidiaries of the Company recorded a loss before taxation.

Loss and Non-IFRS measures: adjusted net loss attributable to equity holders of the Company

As a result of the foregoing, our net loss was approximately RMB66.7 million for the year ended 31 December 2025, as compared to net loss of approximately RMB132.2 million for the year ended 31 December 2024.

To supplement our consolidated financial statements which are presented in accordance with the IFRSs, we also use adjusted net loss attributable to equity holders of the Company as an additional financial measure, which was not required by, or presented in accordance with, IFRSs. We believe that this Non-IFRS measure facilitates comparisons of operating performance by eliminating potential impacts of items, which are unusual, non-recurring, non-cash and/or non-operating that our management do not consider to be indicative of our operating performance. We believe that this measure provides useful information to investors and others in understanding and evaluating our consolidated results of operations in the same manner as they help our management. However, our presentation of the adjusted net loss may not be comparable to a similarly titled measure presented by other companies. The use of this Non-IFRS measure has limitations as an analytical tool, and you should not consider it in isolation from, or as substitute for analysis of, our results of operations or financial condition as reported under IFRSs.

Management Discussion and Analysis

The following table reconciles our adjusted net loss attributable to equity holders of the Company for the years ended 31 December 2025 and 2024 to the most directly comparable financial measure calculated and presented in accordance with IFRSs:

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
Net loss attributable to equity holders of the Company for the year	(61,716)	(126,957)
Impairment (reversal)/loss on investments accounted for using the equity method	(26,796)	30,710
Share-based compensation (reversal)/expenses	(10)	94
Net fair value change on investment on financial assets at fair value through profit or loss, which exclude wealth management products and others	(18,805)	2,288
Loss on reclassification of investments accounted for using the equity method to financial assets at FVPL	4,016	–
Adjusted net loss attributable to equity holders of the Company	(103,311)	(93,865)

Liquidity and financial resources

We had historically funded our cash requirements principally from capital contribution from shareholders and financing through issuance and bank borrowings. We had cash and cash equivalents of approximately RMB74.6 million, term deposits of approximately RMB573.6 million and restricted cash of approximately RMB126.2 million as of 31 December 2025, compared to the balance of cash and cash equivalents, term deposits and restricted cash of approximately RMB119.2 million, approximately RMB745.9 million and approximately RMB82.7 million as of 31 December 2024, respectively. We have maintained a strong cash and other liquid financial resources with a balance of approximately RMB774.3 million as of 31 December 2025.

The following table sets forth a summary of our balance of cash and other liquid financial resources for the years indicated:

	As at 31 December	
	2025 RMB'000	2024 RMB'000
Cash and cash equivalents	74,575	119,151
Term deposits	573,554	745,935
Restricted cash	126,192	82,659
Cash and other liquid financial resources	774,321	947,745

Cash and cash equivalents includes cash in hand and deposits held at call with banks. Restricted cash mainly represented funds held in a bank escrow account designated for payment settlement purposes, bank guarantee deposit, funds pledged as security to issue notes payables, and funds frozen due to litigation. Term deposits are bank deposits with original maturities over three months and redeemable on maturity. Our cash and cash equivalents, restricted cash and term deposits are denominated in the USD, RMB and HKD.

Management Discussion and Analysis

The following table sets forth our cash flows for the years indicated:

	Year ended 31 December	
	2025	2024
	RMB'000	RMB'000
Net cash used in operating activities	(176,701)	(66,301)
Net cash generated from investing activities	201,563	73,592
Net cash used in financing activities	(68,780)	(148,942)
Net decrease in cash and cash equivalents	(43,918)	(141,651)
Effect on exchange rate difference	(658)	1,190
Cash and cash equivalents at the beginning of the period	119,151	259,612
Cash and cash equivalents at the end of the period	74,575	119,151

Net cash used in operating activities

For the year ended 31 December 2025, our net cash used in operating activities was approximately RMB176.7 million, which was primarily attributable to our loss before income tax of approximately RMB 66.7 million, as adjusted by (i) non-cash items, which primarily comprised depreciation and amortization of approximately RMB16.8 million, provision for bad debt of approximately RMB4.5 million, impairment loss on slow moving inventories of approximately RMB4.0 million, net loss on reclassification of investments accounted for using the equity method to financial assets at FVPL of approximately RMB4.4 million, impairment reversal on investment in associate of approximately RMB26.8 million, gain on investment on financial assets at fair value through profit or loss of approximately RMB19.1 million and net finance income of approximately RMB25.6 million, and (ii) changes in working capital, which primarily comprised an increase in inventories of approximately RMB46.2 million, an increase in restricted cash of approximately RMB43.5 million, a decrease in trade and other receivables of approximately RMB35.2 million, a decrease in debt investments at fair value through other comprehensive income of approximately RMB60.6 million, a decrease in contract assets of approximately RMB34.2 million, and a decrease in trade and other payables and contract liabilities of approximately RMB108.0 million.

Net cash generated from investing activities

For the year ended 31 December 2025, our net cash generated from investing activities was approximately RMB201.6 million, which was mainly attributable to proceeds from disposals of financial assets at fair value through profit or loss of approximately RMB18.9 million, net decrease in term deposits of approximately RMB160.9 million, interest received on term deposits of approximately RMB28.2 million, partially offset by purchase of financial assets at fair value through profit or loss of approximately RMB8.0 million.

Net cash used in financing activities

For the year ended 31 December 2025, net cash used in financing activities was approximately RMB68.8 million, which was mainly attributable to repayment of borrowings of approximately RMB142.5 million, dividends paid to the company's shareholders of approximately RMB30.0 million, payment for lease liabilities of approximately RMB7.6 million, and interest paid for short-term borrowings of approximately RMB3.7 million, partially offset by proceeds from borrowings of approximately RMB114.8 million.

Management Discussion and Analysis

Inventories

Our inventories increased by 169.3% from approximately RMB24.9 million as of 31 December 2024 to approximately RMB67.1 million as of 31 December 2025, primarily reflecting higher stock levels to support the expanded sales volume of the International Service Business.

Trade and other receivables and advances to suppliers

Trade and other receivables and advances to suppliers decreased by 22.8% from approximately RMB219.3 million as of 31 December 2024 to approximately RMB169.3 million as of 31 December 2025, primarily due to the decrease of approximately RMB32.8 million and approximately RMB8.5 million in net trade receivables from third parties and prepayments to suppliers.

Trade and other payables

Trade and other payables decreased by 17.3% from approximately RMB574.0 million as of 31 December 2024 to approximately RMB475.0 million as of 31 December 2025, primarily due to a reduction in trade payables to suppliers arising from the decline in our commercial renovation service business.

Borrowings

During the Reporting Period, short-term borrowings comprised of bank borrowings and other loans, with balance of approximately RMB45.6 million and approximately RMB33.9 million respectively. Borrowings decreased by 25.8% from approximately RMB107.1 million as at 31 December 2024 to approximately RMB79.5 million as of 31 December 2025, primarily due to (i) a reduction of approximately RMB59.1 million in other loans, which were the secured borrowings associated with factoring arrangements of trade receivables and FVOCI with Qijia Jumei (Suzhou) Refined Construction Technology Co., Ltd., (ii) an increase of RMB11.5 million in other loans obtained by the Qijia Jumei (Suzhou) Refined Construction Technology Co., Ltd. from non-bank financial institutions, secured by pledges of contract assets, and (iii) an increase of approximately RMB22.3 million in bank loans borrowed by Shanghai Qiyi Information Technology Co., Ltd..

As at 31 December 2025, we had total bank borrowings principal of approximately RMB45.6 million and the interest rate of the borrowings was from 2.3% to 3.1% per annum. Among them, (i) approximately RMB40.0 million was guaranteed by Shanghai Qiyu Information Technology Co., Ltd. (ii) approximately RMB3.0 million was a loan collateralized by the property of Zhang Fan, the wife of Yang Weihang, a non-controlling shareholder of Qijia Jumei (Suzhou) Refined Construction Technology Co., Ltd., and (iii) approximately RMB2.6 million was a loan mortgaged by the property of Qijia Jumei (Suzhou) Refined Construction Technology Co., Ltd..

Pledge of assets

As at 31 December 2025, (i) restricted cash of approximately RMB45.2 million was pledged as security to issue notes payables (2024: nil), and (ii) contract assets of RMB23.9 million were pledged as collaterals for the Group's short-term borrowings in amount of RMB11.5 million (2024: nil).

Gearing ratio

Our gearing ratio is calculated as total borrowings and notes payable divided by total equity attributable to equity holders of the Company which increased from approximately 12.1% as of 31 December 2024 to approximately 16.1% as of 31 December 2025, primarily due to an increase in notes payable, which resulted from the scaling up of the international service business.

Treasury policy

We have adopted a prudent financial management approach towards our treasury policies and thus maintained a healthy liquidity position throughout the year ended 31 December 2025. To manage the liquidity risk, the Board closely monitors the Group's liquidity position to ensure that the liquidity structure of the Group's assets, liabilities and other commitments can meet its funding requirements from time to time.

Management Discussion and Analysis

Capital expenditure

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
Purchase of property and equipment	650	3,089
Purchase of intangible assets	281	510
Total	931	3,599

Our capital expenditures were mainly used for the acquisition of property and equipment such as leasehold improvement, servers and computers and intangible assets.

Significant Investment Held

As at 31 December 2025, the Group had the following significant investment held with a value of 5 per cent. or more of the Group's total assets which was classified as financial assets at fair value through profit or loss:

Name of the investment	Investment costs RMB'000	Net book value as at 31 December 2025 RMB'000	Number of shares of investment held as at 31 December 2025	Percentage of investment held as at 31 December 2025 (%)	Unrealized gains on change in fair Value for the year ended 31 December 2025 RMB'000	Divided income for the year ended 31 December 2025 RMB'000	Size of
							fair value relative to the Group's total assets as at 31 December 2025 (%)
Guangzhou Seagull Kitchen and Bath Products Co. Ltd. (廣州海鷗住宅工業股份有限公司, "Seagull")	242,834	154,114	39,720,000	6.2%	13,108	-	10.8%

Management Discussion and Analysis

Description of the investment

In 2014, we made a minority investment in Guangzhou Seagull Kitchen and Bath Products Co. Ltd. (“**Seagull**”), a PRC company listed on the Shenzhen Stock Exchange (Stock code: 002084) that engages in the production and sale of high-end plumbing equipment and hardware.

As at 12 June 2025, the Group ceased to have significant influence over Seagull as the Group no longer held representation on the board of directors or equivalent governing body of the investee, and no longer participated in its policy-making processes, including decisions relating to dividends or other distributions.

Although the Group still retained its investment in Seagull, for the reasons set out above, the Group reclassified this financial asset from investments accounted for using the equity method to financial assets at fair value through profit or loss in the current period.

As at 31 December 2025, the carrying amount of the Group’s investment in Seagull measured at fair value was approximately RMB154.1 million.

Subsequently, the Group will measure this investment by reference to the fair value of Seagull in the secondary market.

As at 31 December 2025, except for the aforementioned investment, there were no other investments held with a value of 5% or more of the Group’s total assets.

Financial assets at fair value through profit or loss

As at 31 December 2025, the Group had financial assets at fair value through profit or loss of approximately RMB174.2 million (31 December 2024: approximately RMB25.1 million), mainly comprised (i) no investments in wealth management products (31 December 2024: approximately RMB10.0 million), and (ii) investments in listed companies of approximately RMB174.2 million (31 December 2024: approximately RMB15.1 million).

	As at 31 December 2025 RMB’000	As at 31 December 2024 RMB’000
Financial assets at fair value through profit or loss		
Current		
Wealth management products	–	10,017
Investments in listed companies	20,114	15,077
Subtotal	20,114	25,094
Non-Current		
Investments in listed companies ⁽¹⁾	154,114	–
Total	174,228	25,094

(1) The balance represents the fair value of the shares of Seagull held by the Company, which were reclassified from long-term investment activities to financial assets at fair value through profit or loss during the period.

Management Discussion and Analysis

Long-term investment activities

	As at 31 December	
	2025	2024
	RMB'000	RMB'000
Investments accounted for using the equity method	–	116,574
Total	–	116,574

We have made non-controlling interests in investments that we believe have technologies or businesses that supplement and benefit our business. Some of the investments we made were companies that do not generate meaningful revenue and profits yet. It is therefore difficult to determine the success of these investments in such an early stage, and while successful investments could generate substantial returns, unsuccessful ones may need to be impaired.

For the year ended 31 December 2025, the Company had no balance of long-term investment activities, mainly because we no longer had significant influence over Seagull on 12 June 2025. Accordingly, the investment was not required to be accounted for using the equity method and has been reclassified to financial assets at fair value through profit or loss.

Foreign exchange risk

Foreign exchange risk arises when future commercial transactions or recognised assets and liabilities are denominated in a currency that is not the Group entities' functional currencies. Our Company's functional currency is USD. Our Company's primary subsidiaries were incorporated in the PRC and these subsidiaries use RMB as their functional currency. Our Group operates mainly in the PRC with most of the transactions settled in RMB. As a result, management considers that the business is not exposed to any significant foreign exchange risk as no significant financial assets or liabilities of our Group are denominated in the currencies other than the respective functional currencies of our Group's entities. Hence, we currently do not hedge or consider necessary to hedge any of these risks.

Contingent liabilities

As at 31 December 2025, the Group has been involved in a litigation concerning settlement dispute with a supplier with the claim amount of RMB5,657,000. The Group is unable to reasonably estimate the contingent liabilities that may arise. As at 31 December 2024, the Group did not have any material contingent liabilities.

The Company did not have any other significant contingent liabilities.

Board of Directors and Senior Management

OUR DIRECTORS

The following table presents certain information in respect of the members of our Board throughout the year and as at the Latest Practicable Date:

Members of our Board

Name	Age	Position/Title	Date of Appointment
Mr. DENG Huajin	53	Executive Director and Chairman and Chief Executive Officer	2 April 2018
Mr. TIAN Yuan	56	Executive Director	2 April 2018
Ms. SUN Jie	52	Executive Director	17 June 2024
Mr. ZHOU Wei	40	Non-executive Director	19 November 2024
Mr. ZHAO Guibin	55	Non-executive Director	24 April 2020
Mr. XIE Tian	42	Non-executive Director	29 November 2024
Mr. ZHANG Lihong	54	Independent non-executive Director	4 June 2018
Mr. CAO Zhiguang	52	Independent non-executive Director	4 June 2018
Mr. LAM Siu Wing	66	Independent non-executive Director	4 June 2025
Mr. WONG Man Chung Francis ¹	61	Independent non-executive Director	4 June 2018

Note:

1. Mr. WONG Man Chung Francis resigned as an Independent non-executive Director on 4 June 2025.

The biography of each Director during the year and as at the Latest Practicable Date:

EXECUTIVE DIRECTORS

Mr. DENG Huajin (鄧華金), aged 53, is the Chairman, an executive Director and the Chief Executive Officer of our Company since April 2018. He is also the founder of the Group in 2007 and also a member of the Remuneration Committee and the chairman of the Nomination Committee. He was appointed as a Director in November 2014, and was re-designated as an executive Director and appointed as the Chairman of the Board in April 2018. He is responsible for the long-term strategic design, major decisions and plans, organizational development and talent cultivation of the group.

Mr. Deng was a Director of Guangzhou Seagull Kitchen and Bath Products Co. Ltd., a company listed on the Shenzhen Stock Exchange (stock code: 002084), from November 2014 to June 2025.

Mr. Deng received a bachelor's degree in chemistry from East China Normal University in 1996. In 2021, he was honored as the "2021 China Home Furnishing Annual CEO 30 Top" (2021中國家居年度CEO 30強) in 2021 (5th) China Real Estate New Era Celebration hosted by Leju Finance.

Mr. TIAN Yuan (田原), aged 56, is an executive Director and a joint company secretary. He was appointed as a Director in 2015 and was re-designated as an executive Director of the Company in April 2018. He is responsible for the human resources and other affairs management.

Mr. Tian joined the Group in August 2007 and having over 20 years' experience in this industry.

Mr. Tian received a bachelor's degree in engineering in electronic precision machinery from Shanghai University in 1991.

Board of Directors and Senior Management

Ms. SUN Jie (孫傑), aged 52, is an executive Director. She was appointed as an executive Director of the company on 17 June 2024. She is wife of Mr. DENG Huajin (鄧華金) (“**Mr. Deng**”), the chairman and chief executive officer of the Company. She is also a member of the Nomination Committee. Ms. Sun founded the Group together with Mr. Deng and another independent third party in August 2007 upon the establishment of Shanghai Qijia Network Information Technology Co., Ltd. (上海齊家網信息科技股份有限公司) (“**Shanghai Qijia**”), the principal operating entity of the Group. Ms. Sun was the person-in-charge of the furniture division and retail decoration of Shanghai province of Shanghai Qijia at its establishment.

She currently serves as the senior vice president of the Group, responsible for managing the supply chain division and administrative purchasing department.

Ms. Sun received a bachelor degree in law and political science from the Shanghai Normal University (上海師範大學) in June 1996 and was certified as first-grade teacher (一級教師) in 2000.

NON-EXECUTIVE DIRECTORS

Mr. ZHOU Wei (周偉), aged 40, is a non-executive Director. He was appointed as a non-executive Director of the company on 19 November 2024. He is responsible for providing professional opinion and judgement to the Board. He has been serving as the investment director of Orchid Asia Group Management Limited since 2012. From 2007 to 2012, Mr. Zhou was an assistant manager of PricewaterhouseCoopers. He received a bachelor degree in finance from Shanghai International Studies University in Shanghai, China, in June 2007.

Mr. ZHAO Guibin (趙貴賓), aged 55, was appointed as a non-executive Director on 24 April 2020. Mr. ZHAO joined Suzhou Cowin Zhengde Investment Management Co., Ltd. (蘇州凱風正德投資管理有限公司) (“**Suzhou Cowin**”) in June 2010 and currently serves as a General Manager. Mr. Zhao also serves as a director of Nanjing Sanchao Advanced Materials Co., Ltd. (南京三超新材料股份有限公司), a company listed on the GEM market of the Shenzhen Stock Exchange (stock code: 300054), from May 2018 to April 2021.

As at the Latest Practicable Date, Mr. ZHAO indirectly holds 36.26% Suzhou Cowin through the company Huzhou Shitongzhenhe Enterprise Management Partnership (湖州時通臻和企業管理合夥企業).

Mr. ZHAO graduated from the National University of Defense Technology (國防科技大學) with a bachelor degree in computer application in July 1992 and received a master's degree in business administration from Nanjing University (南京大學) in July 2003.

Mr. XIE Tian (謝天), aged 42, is a non-executive Director. He was appointed as a non-executive Director of the company on 29 November 2024. He is responsible for providing professional opinion and judgement to the Board. He has joined Baidu, Inc. (a company listed on the NASDAQ stock market and The Stock Exchange of Hong Kong Limited (NASDAQ: BIDU; HKEX: 9888), which is a substantial shareholder of the Company) since December 2014 and he is currently the general manager of Baidu Maps Division. Prior to that, Mr. Xie worked at Jike Search as technical director and Soudoushi Network as vice president of technology. He received a bachelor degree in computer science and technology from Jilin University in China in 2006.

Board of Directors and Senior Management

INDEPENDENT NON-EXECUTIVE DIRECTORS

Mr. ZHANG Lihong (張禮洪), aged 54, is the independent non-executive Director since June 2018 and is responsible for providing independent advice and judgment to the Board. He also serves a member of the Audit and Risk Management Committee, Remuneration Committee and Nomination Committee. Mr. Zhang has been teaching civil and commercial law at East China University of Political Science and Law since December 2003, and is currently a professor in the same university. Mr. Zhang has extensive knowledge and background in civil and commercial law will contribute to the internal control, compliance and corporate governance aspects of our Company's operations.

Mr. Zhang obtained a bachelor's degree in economics from China University of Political Science and Law in 1992, a master's degree in civil and commercial law from China University of Political Science and Law in 1995, and a doctorate in Civil Law and Roman Law from University La Sapienza of Rome in 2003.

Mr. Zhang obtained his qualification as a lawyer in the PRC in 2010.

Mr. CAO Zhiguang (曹志廣), aged 52, is an independent non-executive Director since June 2018 and is responsible for providing independent advice and judgment to the Board. He also serves as a member of our Audit and Risk Management Committee and Nomination Committee and the chairman of our Remuneration Committee. Mr. Cao has been teaching applied finance in Shanghai University of Finance and Economics since 2003.

Mr. Cao obtained a bachelor's degree in chemistry from East China Normal University in 1996, a master's degree in analytical chemistry from East China Normal University in 1999, and a doctorate in management science from Fudan University in 2003. Mr. Cao has extensive knowledge and background in finance will contribute to the financial and accounting aspects of our Company's operations.

Mr. Cao obtained the qualification certificate for college teachers in the PRC in 2005.

Mr. LAM Siu Wing (林兆榮), aged 66, has extensive experience in accounting, auditing and business consulting. He was appointed as an independent non-executive Director of the company on 4 June 2025. He also serves as the chairman of the Audit and Risk Management Committee and a member of the Remuneration Committee and Nomination Committee.

From 2004 to 2020, Mr. Lam was a partner of both PricewaterhouseCoopers Zhong Tian LLP and PricewaterhouseCoopers in Hong Kong (collectively "PricewaterhouseCoopers"). He has served as (i) an independent non-executive director of Greatpower Nickel And Cobalt Materials Co., Ltd.* (上海格派鎳鈷材料股份有限公司) (not listed) since June 2022; (ii) an independent non-executive director of Shanghai Fudan-Zhangjiang Bio-Pharmaceutical Co., Ltd.* (上海復旦張江生物醫藥股份有限公司), whose shares are listed on the Stock Exchange (stock code: 1349) and the Shanghai Stock Exchange (stock code: 688505), since May 2023; (iii) an independent non-executive director of Suzhou Basecare Medical Corporation Limited (蘇州貝康醫療股份有限公司), whose shares are listed on the Stock Exchange (stock code: 2170), since July 2023; (iv) an independent non-executive director of Xi'an Kingfar Property Services Co., Ltd. (西安經發物業股份有限公司), whose shares are listed on the Stock Exchange (stock code: 1354), since May 2024; (v) an independent non-executive director of Bluestar Adisseo Co., Ltd.* (藍星安迪蘇股份有限公司), whose shares are listed on the Shanghai Stock Exchange (stock code: 600299), since September 2024; and (vi) an independent non-executive director of Shanghai Biren Technology Co., Ltd. (上海壁仞科技股份有限公司), whose shares are listed on the Stock Exchange (stock code: 06082), since June 2025. He has also served as the joint company secretary of Xinjiang Xinxin Mining Industry Co., Ltd.* (新疆新鑫礦業股份有限公司), whose shares are listed on the Stock Exchange (stock code: 3833), since October 2023.

Mr. Lam obtained his bachelor's degree in economics from Macquarie University in Australia in May 1985. He obtained his master's degree in commerce from the University of New South Wales in Australia in October 1989. Mr. Lam was admitted as a member and was advanced to a fellow member of the Chartered Accountants Australia and New Zealand (previously known as the Institute of Chartered Accountants in Australia) in April 1990 and September 2011, respectively. He was also admitted as an associate member and was advanced to a fellow member of the Hong Kong Institute of Certified Public Accountants in April 1992 and September 2013, respectively. In April 2023, he obtained the certificate of completion for the independent director pre-appointment training from the Shanghai Stock Exchange.

Mr. Lam obtained legal advice as required by Rule 3.09D of the Listing Rules on 27 May 2025 and confirmed that he understood his obligations as director of the Company.

Board of Directors and Senior Management

Mr. WONG Man Chung Francis (黃文宗), aged 61, was the independent non-executive Director since June 2018 and was responsible for providing independent advice and judgment to our Board. He resigned on 4 June 2025.

Mr. Wong has been serving as an independent non-executive director of the following companies listed on the Stock Exchange: Shanghai Dongzheng Automotive Finance Co., Ltd. (HKSE: 2718) since 24 February 2020 till the listing of the company was cancelled on 29 April 2024; IntelliCentrics Global Holdings Ltd. (HKSE: 6819) since 23 January 2020 till the company withdrawal of listing on 8 May 2024; Hilong Holding Limited (HKSE: 1623) since 24 March 2017; GCL-Poly Energy Holdings Limited (HKSE: 3800) since 1 April 2016 and resigned on 31 May 2022; Greenheart Group Limited (HKSE: 094) since 2 July 2015; Integrated Waste Solutions Group Holdings Limited (HKSE: 923) since 10 October 2013; Digital China Holdings Limited (HKSE: 861) since 23 August 2006 and resigned on 27 June 2024; Wai Kee Holdings Limited (HKSE: 610) since 9 August 2004; and China Oriental Group Company Limited (HKSE: 581) since 25 August 2004.

Mr. Wong is a Certified Public Accountant (Practising). He was admitted as a Certified Public Accountant in 1990, and obtained a master's degree in accounting from Jinan University (暨南大學), the PRC, in 2005. Mr. Wong is currently a fellow member of the Chartered Association of Certified Accountants of the United Kingdom, the Hong Kong Institute of Certified Public Accountants, the Institute of Chartered Accountants in England and Wales and the Society of Chinese Accountants and Auditors, and a Certified Tax Advisor of the Taxation Institute of Hong Kong.

OUR SENIOR MANAGEMENT

See disclosure in "Board of Directors and Senior Management – Our Directors" for the biographies of Mr. Deng, Mr. Tian and Ms. Sun.

Mr. QIU Zhenyi (邱振毅), aged 47, was appointed as president of the Group on 20 June 2023. He is mainly responsible for the daily operations and collaborative development of various business sectors.

Mr. Qiu participated in the establishment of Shanghai Group Buying Network in 2005, and joined the Group in 2007 and has since held the positions of the head of technology, operations, market and user, Interior Design & Construction (IDC) platform business, as well as CTO, CMO.

Mr. Qiu led the establishment of Qeeka technical architecture system, marketing and user operation system, as well as the research, design, and development of various product lines, promoting the construction and continuous development of multiple innovative business lines from 0 to 1. During the period in charge of Interior Design & Construction (IDC) platform business, he led the design of the SaaS-based system of Qeeka to assist merchants in digital transformation, which accelerated the successful transformation of Qeeka from an e-commerce company to SaaS enabled solution platforms.

Mr. Qiu holds a master's degree in software Master of Engineering from the University of Electronic Science and Technology of China, has won a number of software copyrights and patents, and has led the compilation of a series of encyclopedias on household decoration science.

JOINT COMPANY SECRETARIES

Mr. TIAN Yuan (田原), an executive Director, was the joint company secretary and the authorised representative of the Company since August 2019.

Biographies of Mr. Tian was disclosed in "Board of Directors and Senior Management – Our Directors".

Ms. LEUNG Kwan Wai (梁君慧) was our joint company secretary since June 2021. Ms. Leung is currently a senior manager of Company Secretarial Services of Tricor Services Limited.

Ms. Leung has over 15 years of experience in the corporate secretarial field and has been providing professional corporate services to Hong Kong listed companies as well as multinational, private and offshore companies. Ms. Leung is a Chartered Secretary, a Chartered Governance Professional and an associate of both The Hong Kong Chartered Governance Institute (formerly The Hong Kong Institute of Chartered Secretaries) and The Chartered Governance Institute (CGI) (formerly The Institute of Chartered Secretaries and Administrators) in the United Kingdom.

Corporate Governance Report

The Board is pleased to present the corporate governance report of the Company for the year of 2025.

CORPORATE GOVERNANCE PRACTICES OF THE COMPANY

The Company is committed to maintaining and promoting stringent corporate governance. The principle of the Company's corporate governance is to promote effective internal control measures, uphold a high standard of ethics, transparency, responsibility and integrity in all aspects of business, to ensure that its business and operations are conducted in accordance with applicable laws and regulations and to enhance the transparency and accountability of the Board to all shareholders. The Company's corporate governance practices are based on the principles and code provisions as set out in the CG Code.

Save as disclosed herein, the Company has been in compliance with the code provisions set out in the CG Code.

THE BOARD

Responsibilities

The Board is responsible for leadership and control of the Company and oversees the Group's businesses, strategic decisions and performance, and is collectively responsible for promoting the success of the Company by directing and supervising its affairs.

The Board directly, and indirectly through its committees, leads and provides direction to the management by laying down strategies and overseeing their implementation, monitors the Group's operational and financial performance, and ensures that sound internal control and risk management systems are in place. The Board has delegated to the Board committees responsibilities as set out in their respective terms of reference.

Delegation of Management Functions

The major powers and functions of the Board include, but are not limited to, convening the general meetings, reporting its work at the general meetings, implementing the resolutions passed at the general meetings, considering and approving the operating plans and investment plans of the Company, formulating the Company's strategic development plans, formulating annual financial budgets and final accounts plans, formulating profit distribution plans and plans on making up losses, and exercising other powers and functions as conferred by the Memorandum and Articles of Association.

All Directors have full and timely access to all the information of the Company and advices from the joint company secretaries and senior management of the Company and may, upon request, seek independent professional advice in appropriate circumstances, at the Company's expenses for discharging their duties to the Company.

The Board is responsible for making decision with respect to the strategic plans, major investment decisions and other significant operational matters of the Company, while responsibilities with respect to the implementation of the decisions of the Board, day-to-day management, administration and operation of the Company are delegated to the senior management. The delegated functions and work tasks are periodically reviewed. Approval has to be obtained from the Board prior to entering into any significant transactions.

Corporate Governance Report

Composition of the Board

The Board currently comprises nine Directors:

Executive Directors

Mr. DENG Huajin (*Chairman and Chief Executive Officer*)
Mr. TIAN Yuan
Ms. SUN Jie³

Non-executive Directors

Mr. ZHOU Wei
Mr. ZHAO Guibin
Mr. XIE Tian

Independent Non-executive Directors

Mr. ZHANG Lihong
Mr. CAO Zhiguang
Mr. LAM Siu Wing¹
Mr. WONG Man Chung Francis²

A list of members of the Board, their positions and dates of appointment, and each Director's biography have been set out in the section headed "Board of Directors and Senior Management".

All Directors, including non-executive Directors, have brought a wide spectrum of valuable business experience, knowledge and professionalism to the Board for its efficient and effective functioning. All Directors have carried out duties in good faith and in compliance with applicable laws and regulations, and have acted in the interests of the Company and the Shareholders at all times.

Ms. SUN Jie is the spouse of Mr. DENG Huajin. Save as disclosed in this annual report, there is no relationship (including financial, business, family or other material/relevant relationship(s)) between the Directors.

In compliance with Rule 3.09D of the Listing Rules, Mr. LAM Siu Wing, who was appointed as an independent non-executive Director on 4 June 2025, obtained the legal advice referred to in Rule 3.09D on 27 May 2025, and Mr. LAM has confirmed that he understood his obligations as a Director.

Notes:

1. Mr. LAM Siu Wing was appointed as an independent non-executive Director of the Company, the chairman of the Audit and Risk Management Committee and member of the Remuneration Committee on 4 June 2025. He was also appointed as a member of Nomination Committee on 31 March 2026.
2. Mr. WONG Man Chung Francis resigned as an independent non-executive Director of the Company on 4 June 2025.
3. Ms. SUN Jie was appointed as a member of Nomination Committee on 31 March 2026.

Chairman and Chief Executive Officer

Under code provision C.2.1 of part 2 of the CG Code, the roles of chairman and chief executive officer should be separated and performed by different individuals.

Up to the date of this annual report, the roles of Chairman and chief executive officer of the Company were not separated and Mr. DENG Huajin currently performs these two roles. The Board believes that vesting the roles of both Chairman and Chief Executive Officer in the same person has the benefit of ensuring consistent leadership within the Group and enables more effective and efficient overall strategic planning for the Group. The Board believes that the balance of power and authority for the present arrangement will not be impaired and is adequately ensured by current Board which comprises experienced and high calibre individuals with sufficient number thereof being independent non-executive Directors.

Independent non-executive Directors

During the year, the Company has three independent non-executive Directors in compliance with the Rules 3.10(1) and 3.10(2) of the Listing Rules, with at least one of them possessing appropriate professional qualifications or accounting or related financial management expertise. The number of independent non-executive Directors accounts for one third of the number of the Board members.

According to the Rule 3.13 of Listing Rules, the independent non-executive Directors have made confirmations to the Company regarding their independence during the Reporting Period. Based on the confirmations of the independent non-executive Directors, the Company considers each of them to be independent during the Reporting Period.

Appointment and Re-election of Directors

Code provision B.2.2 of part 2 of the CG Code states that every director, including those appointed for a specific term, shall be subject to retirement by rotation at least once every three years.

The procedures and process of appointment, re-election and removal of Directors are laid down in the Memorandum and Articles of Association.

Corporate Governance Report

Each of the executive Directors have entered into a service contract with the Company pursuant to which they agreed to act as executive Directors for an initial term of three years with effect from the Listing Date or until the third annual general meeting of the Company since the Listing Date (whichever ends earlier). Either party has the right to give not less than three months' written notice to terminate the agreement.

Each of the non-executive Directors has entered into an appointment letter with the Company with an initial term for three years or until the third annual general meeting of the Company since the Listing Date, whichever ends earlier, subject to re-election as and when required under the Memorandum and Articles of Association unless terminated in accordance with the terms and conditions of the appointment letter or by either party giving to the other not less than one month's prior notice in writing.

Each of the independent non-executive Directors has entered into an appointment letter with the Company with an initial term for three years or until the third annual general meeting of the Company since the Listing Date, whichever ends earlier, subject to re-election as and when required under the Memorandum and Articles of Association unless terminated in accordance with the terms and conditions of the appointment letter or by either party giving to the other not less than one month's prior notice in writing.

In accordance with the Memorandum and Articles of Association, all Directors are subject to retirement by rotation at least once every three years and any new director appointed to fill a causal vacancy shall submit himself/herself for re-election by shareholders at the first general meeting after appointment. Any director appointed as an addition to the existing Board shall hold office only until the next following annual general meeting of the Company and shall then be eligible for re-election.

In accordance with Article 16.18 of the Memorandum and Articles of Association, at each annual general meeting one-third of the Directors for the time being, or, if their number is not three or a multiple of three, then the number nearest to but not less than one-third, shall retire from

office by rotation provided that every Director (including those appointed for a specific term) shall be subject to retirement by rotation at least once every three years. A retiring Director shall be eligible for re-election. The Company at the general meeting at which a Director retires may fill the vacated office.

Board Independence

The Company has implementable and effective mechanisms to ensure independent views and input are available to the Board. All Directors have timely access to all relevant information as well as the advice and services of the joint company secretaries and senior management of the Company, with a view to ensuring that Board procedures and all applicable laws and regulations are followed. Any Director may seek independent professional advice in appropriate circumstances at the Company's expenses, upon reasonable request made to the Board. During the year ended 31 December 2025, the Board has reviewed the board independence mechanisms and considered that the implementation of the mechanisms was effective.

Model Code for Securities Transactions

The Company has adopted the Model Code as the code of conduct for the Directors to conduct securities transactions. After making specific enquiry to all Directors, each of the Directors confirmed that he/she has fully complied with the required standard set out in the Model Code during the Reporting Period.

Training and Continuous Professional Development of Directors

Each newly appointed director shall be provided with necessary induction and information to ensure that he/she has a proper understanding of the Company's operations and businesses as well as his/her responsibilities under relevant statutes, laws, rules and regulations. The Company also arranges regular seminars to provide Directors with updates on latest development and changes in the Listing Rules and other relevant legal and regulatory requirements from time to time. The Directors are also provided with regular updates on the Company's performance, position and prospects to enable the Board as a whole and each director to discharge their duties. Directors are encouraged to participate in continuous professional development to develop and refresh their knowledge and skills. The joint company secretaries of the Company have from time to time updated and provided written training materials relating to the roles, functions and duties of a director.

Corporate Governance Report

According to records provided by the Directors, a summary of training received by the Directors for the year ended 31 December 2025 is as follows:

Name of Director	Training*
Mr. DENG Huajin	√
Mr. TIAN Yuan	√
Ms. SUN Jie ³	√
Mr. ZHOU Wei	√
Mr. XIE Tian	√
Mr. ZHAO Guibin	√
Mr. ZHANG Lihong	√
Mr. CAO Zhiguang	√
Mr. LAM Siu Wing ¹	√
Mr. WONG Man Chung Francis ²	√

Notes:

1. Mr. LAM Siu Wing was appointed as an independent non-executive Director of the Company, the chairman of the Audit and Risk Management Committee and member of the Remuneration Committee on 4 June 2025. He was also appointed as a member of Nomination Committee on 31 March 2026.
2. Mr. WONG Man Chung Francis resigned as an independent non-executive Director of the Company on 4 June 2025.
3. Ms. SUN Jie was appointed as a member of Nomination Committee on 31 March 2026.

* Each of the Directors has attended training sessions arranged by the Company on connected transactions, corporate governance and continuing obligations of listed companies and as directors. On top of the above-mentioned trainings, each of the Directors has also read materials prepared by external professional advisers on the same topics.

Liability Insurance of Directors and Senior Management

The Company has purchased insurances for all Directors and members of the senior management to minimize risks that may be incurred in their normal performance of responsibilities.

Directors' Responsibility on Financial Statements

The Directors acknowledge their responsibilities for preparing the consolidated financial statements of the Group for the financial year ended 31 December 2025.

The Directors are responsible for overseeing the preparation of consolidated financial statements of the Group with a view to ensuring that such consolidated financial statements give a true and fair view of the state of affairs of the Group and relevant statutory and regulatory requirements and applicable accounting standards are complied with.

The Board has received from the senior management the management accounts and such accompanying explanation and information as necessary to enable the Board to make an informed assessment for approving the financial statements.

Board Meetings and General Meeting

The Company held 5 board meetings and one general meeting during the year.

Apart from regular board meetings, the Chairman of the Board also held one meeting with the independent non – executive Directors during the year in accordance with code provision C.2.7 of part 2 of the CG Code.

Corporate Governance Report

The attendance of the above meetings by each Director is as follows:

Name of Directors	Attended/ No. of Eligible Meetings	
	Board Meeting	Annual General Meeting
Mr. DENG Huajin	5/5	1/1
Mr. TIAN Yuan	5/5	1/1
Ms. SUN Jie	5/5	1/1
Mr. ZHOU Wei	5/5	1/1
Mr. Xie Tian	5/5	1/1
Mr. ZHAO Guibin	5/5	1/1
Mr. ZHANG Lihong	5/5	1/1
Mr. CAO Zhiguang	5/5	1/1
Mr. LAM Siu Wing (appointed since 4 June 2025)	4/5	1/1
Mr. WONG Man Chung Francis (resigned on 4 June 2025)	1/5	0/1

Notices for all regular Board meetings and the agendas and accompanying Board papers will be given to all Directors at least three days before the meetings in order that they have sufficient time to review the papers. Minutes of meetings are kept by the joint company secretary with copies circulated to all Directors or Board committee members for information and records. Directors who have conflicts of interest in a board resolution have abstained from voting for that resolution.

Minutes of the Board meetings and Board committee meetings are recorded in sufficient detail about the matters considered by the Board and the Board committees and the decisions reached, including any concerns raised by the Directors/Board committee members. Draft and final versions of the minutes of each Board meeting and Board committee meeting are sent to the Directors/Board committee members for comments and records respectively within a reasonable time after the date on which the meeting is held. Minutes of the Board meetings are open for inspection by Directors. All Directors shall obtain information related to the Board resolutions in a comprehensive and timely manner. Any Director can seek independent professional advice at the Company's expense after making reasonable request to the Board.

BOARD COMMITTEES

Audit and Risk Management Committee

The Audit and Risk Management Committee consists of three independent non-executive Directors, namely Mr. LAM Siu Wing (appointed since 4 June 2025), Mr. WONG Man Chung Francis (resigned on 4 June 2025),

Mr. ZHANG Lihong and Mr. CAO Zhiguang. Mr. WONG, who holds the appropriate professional qualifications as required under Rule 3.10(2) and Rule 3.21 of the Listing Rules, serves as the chairman of the Audit and Risk Management Committee from the beginning of the Reporting Period to 4 June 2025. Mr. LAM, who holds the appropriate professional qualifications as required under Rule 3.10(2) and Rule 3.21 of the Listing Rules, serves as the chairman of the Audit and Risk Management Committee from 4 June 2025 to the end of the Reporting Period.

The primary duties of the Audit and Risk Management Committee are:

- to propose the appointment or dismissal of the external auditor of the Company, and approve the remuneration and terms of engagement of the external auditor;
- to discuss with the external auditor the nature and scope of the audit and relevant reporting obligations and to facilitate communications and monitor the relationship between the internal audit department and the external accounting firm;
- to review and monitor the external auditor's independence and objectivity and the effectiveness of the audit process in accordance with applicable standards;

Corporate Governance Report

- to monitor integrity of the Company's financial statements, annual reports and accounts, half-year reports and, if prepared for publication, quarterly reports, and to review significant reporting judgments contained therein;
- to review the Company's financial controls, risk management and internal control systems, discuss the risk management and internal control systems with the senior management;
- to review the Company's financial and accounting policies and practices; and
- to review other matters required by laws, regulations, regulatory documents, the rules of the securities regulatory authority of the place where the Shares are listed and the requirements of the Memorandum and Articles of Association, and as authorized by the Board.

During the year ended 31 December 2025, the Audit and Risk Management Committee held four meetings, at which the Company's interim results for 2025, the annual results for 2024, the change of Auditor of the Company, the tendering, bid selection of Audit team, and the relevant accounting principles and practices adopted by the Group were reviewed and discussed with the external auditors.

Code provision D.3.3(e)(i) of part 2 of the CG Code provides that the terms of reference of the audit committee shall have the terms that the members of the audit committee should liaise with the Board and senior management and the audit committee must meet at least twice a year with the auditor. The Company has included such terms in relevant terms of reference, and thus complied with the Code provision D.3.3(e)(i) of part 2 of the CG Code during the Relevant Period.

The attendance of the meetings by each member is as follows:

Name of Members	Attended/ No. of Eligible Meetings
Mr. LAM Siu Wing (appointed since 4 June 2025)	3/4
Mr. WONG Man Chung Francis (resigned on 4 June 2025)	1/4
Mr. ZHANG Lihong	4/4
Mr. CAO Zhiguang	4/4

Remuneration Committee

The Company established the Remuneration Committee with written terms of reference in compliance with Rule 3.25 of the Listing Rules and the CG Code as set out in Appendix C1 to the Listing Rules. The Remuneration Committee consists of three independent non-executive Directors, namely Mr. CAO Zhiguang, Mr. ZHANG Lihong, Mr. LAM Siu Wing (appointed since 4 June 2025) and Mr. WONG Man Chung Francis (resigned on 4 June 2025), and one executive Director, namely Mr. DENG Huajin. Mr. CAO currently serves as the chairman of the Remuneration Committee.

The primary duties of the Remuneration Committee are:

- to make recommendations to the Board on the Company's remuneration policy and structure for the Directors and senior management and on the establishment of formal and transparent procedures for developing remuneration policy;

- to make recommendation to the Board on the remuneration proposals of individual executive Directors and senior management;
- to review the Company's policy on expense reimbursements for the Directors and senior management;
- to review and/or approve the relevant share plans as set out in Chapter 17 of the Listing Rules; and
- to review other matters required by laws, regulations, regulatory documents, the rules of the securities regulatory authority of the place where the Shares are listed and the requirements of the Memorandum and Articles of Association, and as authorized by the Board.

One Remuneration Committee meeting was held during the year ended 31 December 2025.

Corporate Governance Report

The attendance of the meeting by each member is as follows:

Name of Members	Attended/ No. of Eligible Meetings
Mr. CAO Zhiguang	1/1
Mr. DENG Huajin	1/1
Mr. ZHANG Lihong	1/1
Mr. LAM Siu Wing (appointed since 4 June 2025)	0/1
Mr. WONG Man Chung Francis (resigned on 4 June 2025)	1/1

The Company's remuneration policy is to ensure that the remuneration offered to employees, including Directors and senior management, is based on skill, knowledge, responsibilities and involvement in the Company's affairs.

Pursuant to the code E.1.5 of part 2 of the CG Code, the following table sets forth the remuneration of the Directors and members of senior management categorized by remuneration group for the year ended 31 December 2025:

Group (Note)	Remuneration (RMB)	Number of Individuals
1	1–1,000,000	3
2	1,000,001–2,000,000	1

Notes:

Group 1 includes 2 Directors and 1 member of senior management of the Company.

Group 2 includes 1 Director of the Company.

Further details of the Directors' emoluments and the top five highest paid employees required to be disclosed under Appendix D2 of the Listing Rules are set out in note 34 to the consolidated financial statements.

Nomination Committee

The Nomination Committee consists of three independent non-executive Directors, namely Mr. ZHANG Lihong, Mr. CAO Zhiguang, Mr. LAM Siu Wing (appointed as member since 31 March 2026) and two executive Directors, namely Mr. DENG Huajin and Ms. SUN Jie (appointed as member since 31 March 2026). Mr. DENG currently serves as the chairman of the Nomination Committee.

The primary duties of the Nomination Committee are:

- to formulate procedures and standards for the election of Directors and senior management, and make recommendations to the Board on the proposed procedures and standards;
- to make recommendations to the Board on the appointment or re-appointment of directors and succession plans for directors, in particular the chairman and the chief executive officer;

- to assess the independence of independent non – executive directors;
- to preliminarily examine the eligibility of candidates for directorship;
- to recommend to the Board concerning the membership of the Company's audit and remuneration committees, in consultation with the chairmen of those committees; and
- to review other matters required by laws, regulations, regulatory documents, the rules of the securities regulatory authority of the place where the Shares are listed and the requirements of the Memorandum and Articles of Association, and as authorized by the Board.

One Nomination Committee meetings was held during the year ended 31 December 2025, at which the Nomination Policy of the Company, the Board Diversity Policy and the nomination of the Company's president were reviewed and recommendations were made to the Board.

Corporate Governance Report

The attendance of the meeting by each member is as follows:

Name of Members	Attended/ No. of Eligible Meetings
Mr. DENG Huajin	1/1
Mr. ZHANG Lihong	1/1
Mr. CAO Zhiguang	1/1
Mr. LAM Siu Wing (appointed as member since 31 March 2026)	N/A
Ms. SUN Jie (appointed as member since 31 March 2026)	N/A

According to the Nomination Policy, in evaluating and selecting any candidate for directorship, the Nomination Committee would consider the following criteria, including, among other things, character and integrity, qualifications (cultural and educational background, professional qualifications, skills, knowledge and experience and diversity aspects under the Board Diversity Policy), any potential contributions the candidate can bring to the Board in terms of qualifications, skills, experience, independence and diversity, and willingness and ability to devote adequate time to discharge duties as a member of the Board and/or Board committee(s).

The Nomination Committee and/or the Board should, upon the receipt of the proposal on appointment of new director and the biographical information (or relevant details) of the candidate, evaluate such candidate based on the criteria as set out above to determine whether such candidate is qualified for directorship. The Nomination Committee should then recommend to the Board to appoint the appropriate candidate for directorship with a ranking of the candidates (if applicable) by order of preference based on the needs of the Company and reference check of each candidate.

The Board has adopted the Board Diversity Policy. In designing the Board's composition, the Nomination Committee has considered Board diversity from a number of measurable objectives, including but not limited to gender, race, language, cultural background, educational background, industry experience and professional experience. All Board appointments will be based on meritocracy, and candidates will be considered against objective criteria, having due regard for the benefits of diversity on the Board.

Such policy and objectives will be reviewed from time to time and at least on an annual basis to ensure their appropriateness in determining the optimum composition of the Board. The Company sees increasing diversity at the Board level as an essential element in supporting the attainment of its strategic objectives and achieving sustainable and development for the Group. It also sets out the Board's commitment to gender diversity and other diversity aspects, with the ultimate goal of achieving gender parity on the Board.

The Board currently has one female Director, and thus has achieved its goal to have at least one female Director in the Board. The Board also has achieved gender diversity and thus fulfills the requirement under Rule 13.92 of the Listing Rules. As of 31 December 2025, the number of senior management is 1, consists of 1 male (100%) and 0 female (0%). As of 31 December 2025, the recruitment proportion of female employees reached 48%. The Group will continue to take opportunities to increase the proportion of female board members and workforce over time as and when suitable candidates are identified.

We believe the Board has a well-balance of cultural background, educational background, industry experience and professional experience where members of the Board have diversified branch of learning and working experience in different countries and regions.

1 This total number of employees is based on the statistics as of 31 December 2025.

Corporate Governance Report

CORPORATE GOVERNANCE FUNCTION

The Board recognizes that corporate governance should be the collective responsibility of Directors which include:

- to formulate and review the Company's policies and practices on corporate governance and make recommendations to the Board;
- to review and monitor the training and continuous professional development of Directors and senior management;
- to review and monitor the Company's policies and practices on compliance with legal and regulatory requirements;
- to formulate, review and monitor the code of conduct and compliance manual (if any) applicable to employees and Directors; and
- to review the Company's compliance with the Listing Rules and disclosure in the Corporate Governance Report.

EXTERNAL AUDITORS

PricewaterhouseCoopers ("PwC") were appointed as the external auditors of the Company and resigned on 5 December 2025. BDO Limited ("BDO") was appointed as the new Auditor with effect from 5 December 2025 to fill the casual vacancy arising from the resignation of PwC and to hold office until the conclusion of the next annual general meeting of the Company.

For the year ended 31 December 2025, the external auditors received the following remuneration for audit and non-audit services provided to the Group in respect of the following:

Service rendered	Fees Payable (RMB'000)
Audit service	2,480
Non-audit service	–

The statement of the external auditor of the Company about its reporting responsibilities for the Consolidated Financial Statements is set out in the "Independent Auditor's Report" on pages 103 to 107.

JOINT COMPANY SECRETARIES

Mr. TIAN Yuan, the executive Director was appointed as a joint company secretary of the Company in August 2019, is the primary contact person of Ms. LEUNG Kwan Wai at the Company.

Ms. LEUNG Kwan Wai, a senior manager of Company Secretarial Services of Tricor Services Limited, has been engaged by the Company as a joint company secretary of the Company, and is responsible for advising the Board on corporate governance matters and ensuring that Board policy and procedures, and applicable laws, rules and regulations are followed.

During the year, the joint company secretaries of the Company, Mr. TIAN and Ms. LEUNG, actively participated in studies and updated their professional knowledge related to the Listing Rules and corporate governance to continuously improve their professional skills as company secretaries. They had complied with the requirements on taking no less than 15 hours of relevant professional training as set out in Rule 3.29 of the Listing Rules.

Corporate Governance Report

RISK MANAGEMENT AND INTERNAL CONTROL

Risk Management

The Company is committed to establishing high level risk management and internal control systems to safeguard the Company's interests and shareholders' investment. We have established robust, comprehensive and technology – driven risk management to effectively manage and mitigate risks inherent in our business to protect us, our clients and our partners, as well as to meet regulatory obligations.

The Board assumes the ultimate responsibility for our risk management, internal control and compliance. Our risk management activities are undertaken and monitored by a risk management committee and supplemented by the legal and compliance department, internal audit department and other business departments. Our risk management committee is responsible for identifying, controlling and preventing major risks across our organization, as well as promulgating and ensuring compliance with risk management policies. We also have a compliance and risk management department with expertise in legal and regulatory, finance and internal audits to oversee our daily risk management activities.

The Board acknowledges that it is responsible for the risk management (including ESG risk) and internal control systems and reviewing their effectiveness and such systems are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss. The Board, as supported by the audit and risk management committee, reviewed the risk management and internal control systems, including the financial, operational and compliance controls periodically and considered such systems are effective and adequate.

Internal Control

The Company establishes an internal audit department with corresponding supervision and audit responsibility.

In 2025, the Company conducted a review of its risk management and internal control system. The method, findings, analysis and results of the evaluation have been reported to the risk management committee and the Board.

The Board discussed and considered the risk management and internal control system of the Company and was of

the opinion that the risk management and internal control system of the Company was adequate and effective.

Whistleblowing Policy

The Company has formulated a whistle-blowing policy to provide a safe and confidential reporting mechanism and to ensure that employees and those who deal with the Company to raise, in confidential, concerns about possible improprieties in financial reporting, internal control or other matters of the Company.

Anti-Corruption Policy

The Company has also in place the Anti-Corruption Policy to safeguard against corruption and bribery within the Company. The Company has an internal reporting channel that is open and available for employees of the Company to report any suspected corruption and bribery. Employees can also make anonymous reports to the internal anti-corruption department, which is responsible for investigating the reported incidents and taking appropriate measures. The Company continues to carry out anti-corruption and anti-bribery activities to cultivate a culture of integrity, and actively organizes anti-corruption training and inspections to ensure the effectiveness of anti – corruption and anti-bribery.

INVESTOR RELATIONS

General Meetings and Shareholders' Rights

The Company shall in each year hold a general meeting as its annual general meeting in addition to any other meetings in that year and shall specify the meetings as such in the notices calling them. The extraordinary general meetings are convened irregularly. In accordance with the Memorandum and Articles of Association, an extraordinary general meeting shall be convened on the requisition of one or more Shareholders holding, at the date of deposit of the requisition, not less than one tenth of the paid up capital of the Company having the right of voting at general meetings. Such requisition shall be made in writing to the Board or any one of the joint company secretaries for the purpose of requiring an extraordinary general meeting to be called by the Board for the transaction of any business specified in such requisition. Such meeting shall be held within two months after the deposit of such requisition. If within 21 days of such deposit, the Board fails to proceed to convene such meeting, the requisitionist(s) himself (themselves) may do so in the same manner, and all reasonable expenses incurred by the requisitionist(s) as a result of the failure of the Board shall be reimbursed to the requisitionist(s) by the Company.

Corporate Governance Report

Shareholder(s) who wish to move a resolution may request the Company to convene an extraordinary general meeting in accordance with the procedures set out in the preceding paragraph. Detailed procedures for Shareholders to propose a person for election as a director of the Company are published on the Company's website (www.qeeka.com).

Communication with Shareholders and Investors

The Company considers that effective communication with shareholders is essential for enhancing investor relations and investor understanding of the Group's business performance and strategies. The Company also recognizes the importance of transparency and timely disclosure of corporate information, which will enable shareholders and investors to make the best investment decisions.

The Company has in place a Shareholders' Communication Policy. The Board had reviewed the policy and considered that the implementation of the policy was effective.

The Company has used the following methods to communicate with its shareholders:

- publication of announcements, interim reports and annual reports;
- publication of key corporate governance policies on the Company's website; and
- holding of annual general meeting and other general meetings of the Company.

To promote effective communication, the Company makes up-to-date information and updates on the Company's business operations and developments, financial information, corporate governance practices and other information available in the websites of the Stock Exchange (www.hkexnews.hk) and the Company (www.qeeka.com) for public access.

The general meetings of the Company provide a forum and an important channel for communication between the Board and the shareholders. The Chairman of the Board as well as chairman of the Nomination Committee, the Remuneration Committee and the Audit and Risk Management Committee or, in their absence, other members of the respective committees and, where applicable, the chairman of the independent Board committee, are available normally at the annual general meetings and other relevant shareholder meetings to answer questions. Shareholders are also encouraged to attend general meetings held by the Company and are invited to express their views and raise questions thereat.

Shareholders should direct their inquiries about their shareholdings to Tricor Investor Services Limited, the Company's Hong Kong Share Registrar. Investors may also write to the Company at its principal place of business in Hong Kong or China for any enquiries.

The Company sets out the following contact details for Shareholders to communicate with the Company:

Mailing address:
Building 1, No. 1926, Cao An Highway,
Jiading District, Shanghai, PRC
Telephone number: 021-61747108
E-mail address: ir@qeeka.com

Environmental, Social and Governance Report

ABOUT THE REPORT

Since the release of the first Environmental, Social and Governance Report (“**ESG Report**”) in 2018, Qeeka Home (Cayman) Inc. (“**the Group**” or “**Qeeka Home**”) has released ESG Report for seven consecutive years. We have reported sustainability performance to stakeholders from environmental, social and governance perspectives in response to their concerns and expectations on the Group’s ESG management.

Reporting Scope

The Reporting Period of this report covers from 1 January 2025 to 31 December 2025 (the “**Reporting Period**”). Unless otherwise stated, the ESG report covers the Company and its subsidiaries, including the Group’s four primary business segments: (i) SaaS and Marketing service; (ii) Interior Design and Construction service; (iii) International service; and (iv) Innovation and others.

Reporting Reference

The Report has been prepared in accordance with the *Environmental, Social and Governance Reporting Code* (the “**ESG Reporting Code**”) set out in Appendix C2 to the Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited (“**HKEx**”).

Reporting Principles

- “**Materiality**”: The Group determines material ESG issues through stakeholder engagement and materiality assessment, which have been disclosed in the report.
- “**Quantitative**”: This Report follows the ESG Reporting Code and refers to applicable quantitative standards and practices. In this Report, the measurement standards, methods, hypotheses and/or calculation tools, as well as the source of conversion factors for the key performance indicators (“**KPIs**”) are explained accordingly (if applicable).
- “**Balance**”: This Report follows the principle of “Balance” and provides an unbiased picture of the Group’s ESG performance.

- “**Consistency**”: Statistical methods and KPIs of the report are consistent with those of previous years.

Source of Information and Reliability Assurance

The data and cases in this Report are primarily derived from the Group’s statistical reports, as well as relevant and internal documents. The Group undertakes that this Report contains no false records or misleading statements, and is responsible for the truthfulness, accuracy and completeness of its contents.

Confirmation and Approval

The Report was approved by the Board on 31 March 2026 after confirmation by the management.

ESG MANAGEMENT

Statement of the Board

The Board of Directors of the Group undertakes that this report contains no false records, misleading statements or material omissions, and hereby makes the following statements regarding the Board’s ESG oversight and management:

Governance Framework: The Board is the ultimate accountable and decision-making body for the Group’s ESG matters. It regularly reviews the Group’s ESG matters and confirms the priorities of the Group’s ESG work for the next phase, taking into account factors such as the Group’s business development and operational strategy.

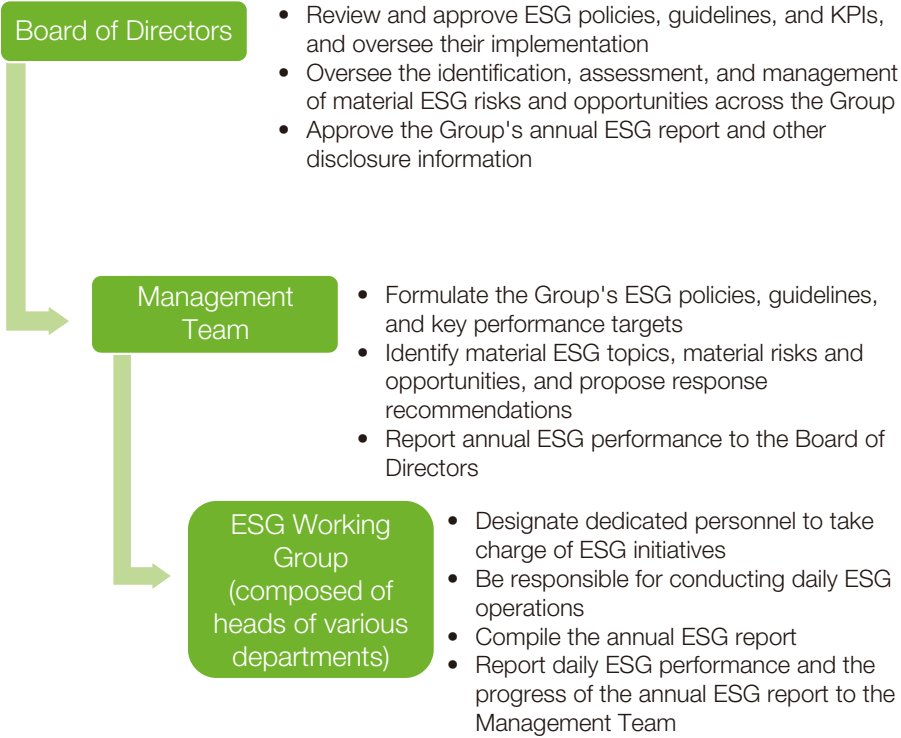
Management Policies and Strategies: The Group regularly conducts materiality assessments, engages in in-depth communication with various stakeholders through multiple channels, and identifies, assesses and analyzes key ESG issues of concern to stakeholders.

Target Review: The Group regularly reviews its ESG policies, guidelines and KPIs. It continually monitors changes in domestic and international laws, regulations and standards, keeps pace with market ESG development trends and demands, and continually enhances the Group’s ESG performance.

Environmental, Social and Governance Report

ESG Governance Structure

The Board recognizes the importance of ESG performance to the long-term and stable development of an enterprise, attaches great importance to ESG management and continuously optimizes the ESG governance mechanism. The Group has formed a three-tier governance structure for ESG management comprising the Board, the management and the ESG working group, with clearly defined functions at each level. The Group continues to enhance the effective supervision of ESG governance in order to manage ESG-related matters more efficiently and accurately.



ESG Governance Structure

Environmental, Social and Governance Report

Stakeholder Communication

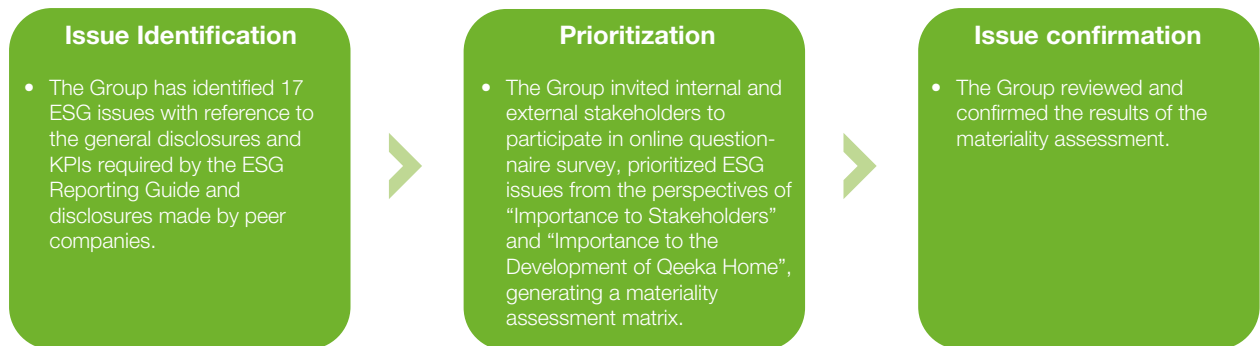
The Group has established a regularized and diversified stakeholder communication mechanism. It periodically understands and responds to stakeholders' ESG-related expectations and requirements, integrates their core concerns into operations and decision-making, and ensures the Group's development is aligned with its ESG strategy.

Stakeholders	Communication mechanisms	Stakeholders' expectations
Governments and regulators	<ul style="list-style-type: none"> • Meetings • Monitoring and inspections • Policy consultation • Reporting 	<ul style="list-style-type: none"> • Compliance with laws • Tax compliance • Support local development
Shareholders	<ul style="list-style-type: none"> • Shareholders' meetings • Financial reports • Company official website • Investor relations activities 	<ul style="list-style-type: none"> • Shareholder returns • Financial performance • Corporate governance • Risk control
Customers	<ul style="list-style-type: none"> • Company official website • After-sales service hotline • Satisfaction survey 	<ul style="list-style-type: none"> • Quality products and services • Rights protection
Employees	<ul style="list-style-type: none"> • Employee training • Employee activities • Trade union • Regular meetings and management communication 	<ul style="list-style-type: none"> • Good salary and benefits • Clear promotion channel • Mature training system • Healthy and safe working environment
Media	<ul style="list-style-type: none"> • Company official website • Social media • Press conference & networking sessions • Site visits 	<ul style="list-style-type: none"> • Product and service responsibility • Social responsibility
Cooperating parties	<ul style="list-style-type: none"> • Communications and exchange visits • Audits and assessments • Supplier meetings and training 	<ul style="list-style-type: none"> • Long-term partnership Fair, open and just bidding • Transparent evaluation criteria
Community and society	<ul style="list-style-type: none"> • Public service activities • Social media 	<ul style="list-style-type: none"> • Community investment activities

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Materiality Assessment

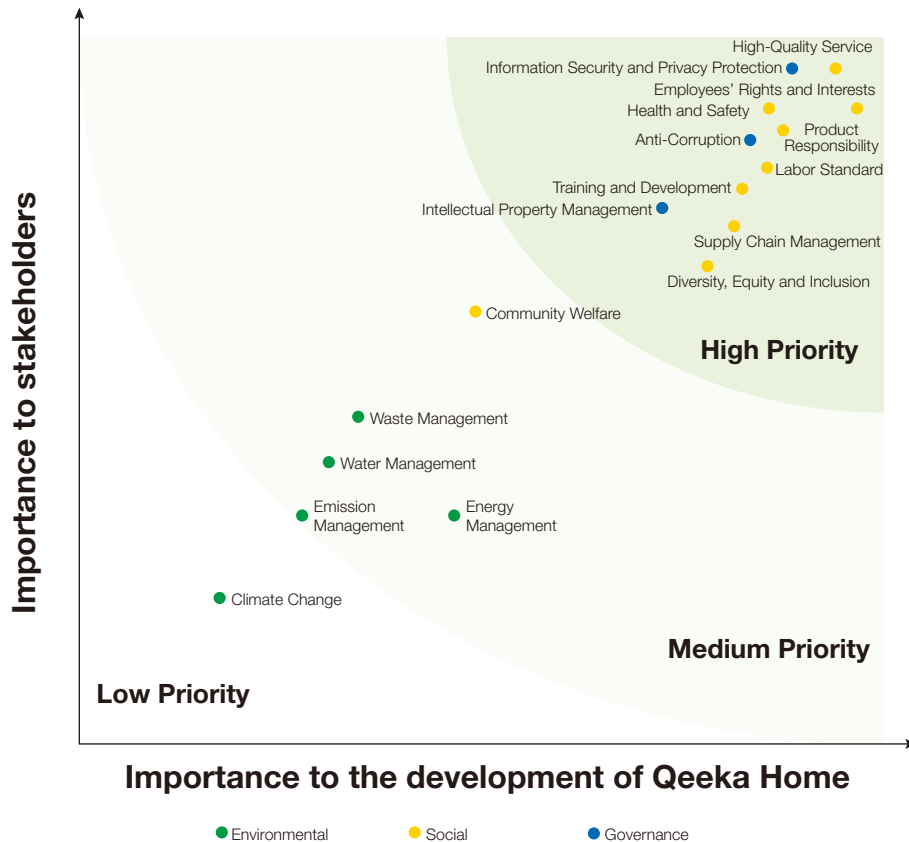
The Group conducted a materiality assessment in three steps, namely, issue identification, prioritization, and issue confirmation, in order to identify ESG issues that have a significant impact on the Group’s own sustainable development and are of concern to stakeholders, and to form a materiality issue assessment matrix, which will help the Group to identify and manage ESG issues and actively respond to the expectations and concerns of stakeholders.



The Group regularly analyses the materiality assessment results and takes the analysis as a critical consideration for the ESG management. During the Reporting Period, the Group reviewed the materiality assessment results of the previous year, and concluded that they were still applicable. Therefore, the Group still adopts such results in this report.

The results of the specific materiality assessment are set out below:

Materiality Matrix of Qeeka Home



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1 DEEPENING RESPONSIBLE OPERATIONS AND LEADING VALUE CREATION

The Group adheres to the concepts of integrity and the spirit of contract, deeply embedding cultures of integrity and compliance to safeguard the company's steady development and long-term value creation. Simultaneously, the Group collaborates with business partners, employees, and other upstream and downstream stakeholders to uphold business ethics and jointly foster a fair and just industrial ecosystem.

1.1 Business Ethics

The Group strictly complies with laws and regulations, including the *Company Law of the People's Republic of China*, the *Bidding Law of the People's Republic of China*, the *Anti-Unfair Competition Law of the People's Republic of China*, and the *Interim Provisions on Banning Commercial Bribery*. We maintain a zero-tolerance policy toward unethical business behaviors such as embezzlement, corruption, money laundering, and unfair competition, steadfastly protecting and enhancing the company's reputation.

1.1.1 Integrity Culture

The Group profoundly recognizes that business ethics are the cornerstone of sustainable corporate development. To this end, we have systematically built and continuously improved our business ethics management system, fully integrating it into corporate governance and daily operations.

The Group has formulated several internal management standards, including the *Code for Integrity Management*, the *Code of Ethics and Conduct*, and the *Tenders and Bidding Management Policy*. These serve as ethical guidelines for all employees, customers, and partners, helping stakeholders correctly identify and handle ethical issues, maintaining the Group's culture of integrity and the trust of stakeholders, and ensuring sustainable development.

1.1.2 Whistleblowing Investigation

The Group has established a comprehensive whistleblowing mechanism, released the *Measures for Reporting Incentives*, and opened multiple complaint and whistleblowing channels. We encourage employees and partners to report violations and illegal acts, pledging strict confidentiality for whistleblowers' information.

The integrity reporting channels are as follows:

Integrity Hotline: 021-69108705
(9:30-17:30)
Integrity Email: fwjc@qeeka.com
Integrity Mailbox:
Floors 3-4, Central Staircase,
Headquarters Building
Integrity Express Mailbox:
Legal Supervision Department,
No. 1926, Cao An Highway,
Jiading District, Shanghai

To further regulate ethical behavior, the Group conducts self-inspections and rectifications at varying frequencies based on business importance and risk levels, proactively issuing warnings for anomalies and monitoring compliance. During the Reporting Period, the Group investigated and addressed four cases of fraudulent conduct, followed by making public notifications on the outcomes. In response to these incidents, the Group has optimized its internal control procedures and imposed appropriate penalties, including severe reprimands or termination of employment, based on the seriousness of each case.

1.1.3 Internal Training

The Group organizes integrity training to communicate requirements to relevant departments. We regularly conduct integrity advocacy for all employees and directors via email, including but not limited to declaring integrity principles and systems, urging all personnel to consciously adhere to the "high line" of ethics and stick to the "bottom line" of discipline, and promoting honesty and frugality.

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1.1.4 External Requirements

The Group signs *Integrity Agreements* with partners, explicitly prohibiting solicitation of bribes, bribery, conflicts of interest, and other violations of integrity regulations. The agreements emphasize the shared responsibility to maintain a clean business environment and the obligation to report misconduct, aiming to ensure mutual adherence to business ethics and foster a cooperative atmosphere rooted in integrity, honesty and efficiency.

1.2 Responsible Marketing

The Group upholds the concept of responsible marketing, attaching great importance to the compliance of marketing content and continuously strengthening regulation and supervision. Strictly following the *Advertising Law of the People's Republic of China* and the *E-commerce Law of the People's Republic of China*, the Group has formulated the *Information Release Management Policy*. This system provides comprehensive regulation for all marketing content, including but not limited to advertisements, images, marketing words, fonts, videos, and articles, effectively preventing false marketing and ensuring the delivery of authentic, positive, and valuable information to users.

The Group has established a rigorous marketing content review mechanism, clarifying the specific responsibilities of the Legal, Technical, Internal Audit, and Public Relations departments to avoid false or exaggerated claims. For content published on the company's own platforms, designated personnel edit the content, and reviewers confirm whether it requires cross-departmental approval; content is only published after all parties have completed their review. For content on external platforms, the Group adopts a "publish first, review later" principle, requiring designated personnel to initiate an "External Publication Review" process on the day of publication. Relevant responsible personnel of each department must complete the review within 48 hours to ensure accuracy and compliance.

The Group actively promotes a culture of marketing compliance through internal advocacy and by inviting authoritative external institutions to conduct specialized training. This helps employees gain in-depth understanding of the latest developments and compliance standards related to marketing content release and enhances their professional quality. Furthermore, the Group shares cases of illegal marketing companywide to educate the team and strengthen awareness through practical examples.

During the Reporting Period, the Group's Legal Department analyzed typical cases and issued the *Legal Compliance Guidelines*, effectively enhancing the awareness and capability of various departments in marketing compliance self-inspection and auditing.

1.3 Information Protection

The Group prioritizes information security and privacy protection, strictly abides by laws and regulations including the *Data Security Law of the People's Republic of China*, the *Cybersecurity Law of the People's Republic of China* and the *Provisions on Protection of Personal Information of Telecommunications and Internet Users*. The Group has also formulated regulations including the *Regulations for Data Security Management*, the *Measures for Data Classification and Hierarchical Management*, the *Regulations for Network Security Management*, the *Regulations for Users' Information Security Management*, the *Regulations for Emergency Processing of Network Security Events*, the *User Privacy Protection Policy* and the *Privacy Policy* to ensure intensive protection for information security and privacy, and to consolidate and deepen the trust with our partners.

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1.3.1 Information Security

The Group has established the “Leading Group for Emergency Response to Network and Information Security Incidents”, responsible for the unified command of group-wide security management and emergency handling. The group is chaired by the Vice President or Chief Information Officer in charge of network affairs, with members consisting of heads from the Technical, Data, Internal Audit, and Product departments.

To ensure the effectiveness and reliability of the information security management system, the Group regularly conducts internal and external audits. During the Reporting Period, the Group carried out cybersecurity classified protection evaluation, Chief Data Officer special audits, and internal/external information security audits to systematically evaluate the standardization and effectiveness of the system.

The Group also actively promotes the construction and certification of the information security system. During the Reporting Period, we obtained the Level 3 System Filing Certificate under the *Measures for the Grade Protection of Information Security* and the Level 2 Filing for the *Communication Network Security Protection Management System*. Additionally, to implement legal requirements, the Group conducted a conformity assessment of the official website system, which resulted in a “Pass” rating.



To further consolidate the information security defense line, the Group regularly organizes information security-related awareness campaigns and training activities to steadily expand employees' information security knowledge reserve. During the Reporting Period, the Group actively participated in the APP Security and Compliance Training and the Self-assessment Training on the Protection of Enterprise Users' Rights and Interests organized by the Shanghai Communications Administration, as well as the training sessions for the *Pujiang Escort* Special Campaign on Data Security for the Telecom and Internet Industries in Shanghai. In addition, the Group launched multiple sessions of in-house APP Security and Compliance Training to enhance employees' compliance awareness and operational capabilities, ensuring that the Group's business operations comply with the relevant laws, regulations and regulatory requirements and safeguard the security of users' personal information.

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1.3.2 Data Security

The Group has established a comprehensive data security management system and founded the Data Supervision and Security Management Committee chaired by the Group's President who is responsible for formulating and implementing corporate data governance strategies. Under the Committee, the positions of Chief Data Officer and Chief Cybersecurity Officer have been established. The Chief Data Officer is responsible for the overall management of the Data Security Management Working Group and the Data Security Emergency Working Group, ensuring the systematic and collaborative nature of data security management. The Chief Cybersecurity Officer is fully responsible for cybersecurity development planning, coordinating the construction of the company's cybersecurity infrastructure, optimizing cybersecurity technical architecture, enhancing support for cybersecurity equipment and facilities, building a comprehensive and multi-level cybersecurity defense system, and implementing the Multi-Level Protection Scheme to ensure compliance with regulatory standards and effective cybersecurity protection.

Furthermore, the Group has established a Data Security Management Working Group and a Data Security Emergency Working Group. They are respectively responsible for day-to-day data security supervision and management, ensuring that data meets the highest security standards and compliance requirements throughout its full lifecycle (collection, storage, processing, and transmission), and building an efficient data security emergency response mechanism. This includes the formulation and drills of emergency plans and the rapid handling of emergencies to effectively prevent and mitigate data security risks.

The Group attaches great importance to data security management. Starting from the full lifecycle of data, we have established supporting systems and security protection measures for the stages of data collection, storage, usage, transmission, and destruction. To improve the ability to respond to data security risks, the Group upgraded and updated the *Data Security Emergency*

Plan and the *Data Security Risk Monitoring and Early Warning Plan* during the Reporting Period, enhancing emergency response and risk monitoring capabilities and elevating the level of proactive prevention and control.

1.3.3 Privacy Protection

The Group adheres to the principles of "lawfulness, legitimacy, and necessity" to ensure users' right to be informed and to choose, thereby effectively protecting users' privacy rights and interests. During the Reporting Period, the Group updated the *User Agreement* and *Privacy Policy*, clarifying users' privacy rights and data usage boundaries, and implementing the users' right to be informed, rectify, and delete. Before collecting any user information, the Group clearly informs the user of the specific content of the information to be collected, obtains prior authorization, and strictly abides by the principle of data minimization.

At the same time, following the principle of least privilege, the Group assigns system and data access rights according to job responsibilities, restricts unnecessary operational permissions, and prevents risks to core assets that may arise from internal overreach or account breaches. If users believe their personal privacy has been infringed upon, they may file a complaint or report the matter in accordance with the *Infringement Complaint Guidelines* published on the Group's official website.

In addition, the Group signs confidentiality agreements with suppliers and employees, clearly defining the scope of confidential information, confidentiality obligations, and the consequences of breaching such obligations during cooperation or employment. The Group regularly audits the privacy policies of various application services and periodically updates and discloses security risks and personal information security impact assessment reports on the official website to ensure that users' private information is strictly protected.

During the Reporting Period, the Group experienced no personal information leakage incidents and received no complaints related to privacy protection.

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1.4 Intellectual Property Management

Intellectual Property Management Protecting intellectual property rights means protecting innovation. The Group strictly complies with laws and regulations including the *E-Commerce Law of the People's Republic of China* and the *Trademark Law of the People's Republic of China*. The Group has also formulated regulations including the *Management Standards for Intangible Assets*, the *Application Rules of Qeeka Home Model Image*, the *VI Image Recognition Manual*, the *Application Rules of Qeeka Home IP Image "Qi Qi Li" Usage Specification* and the *Provisions on the Operation and Management of Decoration Business Partners*. The Group has clearly stipulated the criteria for the reasonable use of intellectual property rights by employees and partners in business activities to ensure that intellectual property rights are utilised legally, compliantly and efficiently. This can further raise the Group's brand image and market competitiveness.

The Group continuously deepens its full-chain IP protection mechanism, fully respecting and protecting the legal IP rights of both ourselves and third parties. During the early stages of new project development, the Group strictly executes IP due diligence, conducting exhaustive patent searches and analyses to screen existing patents and minimize the risk of infringement. Regarding content creation and marketing, the Group has established strict usage codes and insists on purchasing genuine fonts and typefaces. Furthermore, for keyword purchasing in online advertising, the Group has established a rigorous review mechanism, performing trademark searches via authoritative platforms like Qichacha and official trademark gazettes to prevent legal risks arising from the inadvertent purchase of registered trademark keywords.

In external collaboration projects, the Group signs agreements with partners explicitly requiring that all advertising materials provided must be original works or accompanied by legal authorization, eliminating IP infringement disputes at the source and protecting the interests of both parties.

With the expansion of our international service business, the Group closely monitors revisions to domestic and international IP laws and industry policy trends. We regularly invite IP experts to conduct professional training and continuously disseminate IP protection requirements to employees through the "Legal Compliance Guidelines" email series. By analyzing typical infringement cases, we systematically identify IP compliance risks prone to occurring in business activities, enhancing employees' compliance awareness and risk prevention capabilities.



In addition, the Group collects clues regarding suspected IP infringements through reporting channels and encourages employees to provide feedback or file complaints if they discover any acts that may infringe upon the Group's IP rights during their daily lives or work.

As of the end of the Reporting Period, the Group has added 17 registered trademarks and 2 patents.

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1.5 Supplier Management

The Group is committed to continuous improvement in supplier management with the aim of controlling the quality of products and services at source. The Group has formulated regulations including the *Regulation for Review of Partner Qualification*, the *Criteria for Assessment of Partner Qualification*, the *Supplier Management Procedure*, the *Supplier Access and Rating Management System*, the *Brausen Investment Inviting System* and the *Brausen Supplier Cooperation Code and Assessment Review* to rigorously review our suppliers' qualifications and regularly evaluate their performance. Our supplier admission, evaluation and termination processes are tightly controlled. We also share information, technology and resources with our suppliers to build long-term, mutually beneficial relationships.

In an increasingly complex and volatile global market, supply chain sustainability and resilience have become critical components of the Group's core competitiveness. Consequently, we have constructed a systematic and standardized supplier management framework. Through rigorous entry audits, dynamic tiered evaluations, and continuous performance-based optimization, we ensure that the entire supply chain adheres to the Group's high standards.

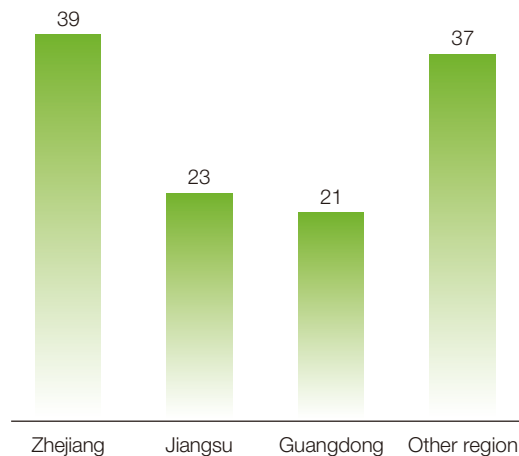
Supplier access	<ul style="list-style-type: none">• We require suppliers to provide qualification documents including a copy of business license, trademark certification, product testing report, bank account information, etc., so as to screen qualified suppliers• The Group conveys the concept of sustainable development by incorporating social risk indicators into supplier access, including firefighting facilities at factories, R&D team, information regarding social insurance for production technicians
Supplier management	<ul style="list-style-type: none">• The Group reviews suppliers in five dimensions: integrity, sales, orders, delivery, settlement and quality. We provide a comprehensive score from their integrity performance, product quality, contract performance, on-site management, document preservation, customer complaints and environmental performance
Supplier elimination	<ul style="list-style-type: none">• Based on the score, the Group promptly penalises and eliminates disqualified suppliers due to noncompliance

Supplier Management Process

To continuously improve the efficiency of supplier management, the Group consistently optimizes its management system by implementing a fine-grained, tiered management strategy. Suppliers are classified into Category I (Strategic Partners), Category II (Regional Partners), and Category III (Other Suppliers). This classification allows for optimized resource allocation and enhances the overall competitiveness of the supply chain.

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As of the end of the Reporting Period, the Group had a total of 120 suppliers. The breakdown by region is as follows:



In 2025, the Group conducted audits on a total of 120 suppliers (100% audit coverage rate). A total of 12 suppliers were eliminated due to business adjustments and product iterations.

1.5.1 Sustainable Supply Chain

When building a sustainable supply chain, the Group prioritizes the implementation of safety and environmental standards. Through rigorous screening of auxiliary material suppliers, we ensure that relevant products have obtained China Compulsory Certification (3C) or EU CE certification to guarantee quality and safety. In the procurement of main materials, we strictly control safety by adhering to standards such as *GB 18580-2017 (Formaldehyde release limits for wood-based panels and finishing products)* and *GB/T 39600-2021 (Grading of formaldehyde release from wood-based panels and finishing products)*. We actively introduce panels with formaldehyde emissions lower than the mandatory national requirements to provide users with a secure choice. Furthermore, the Group continues to launch greener building materials through the “Qi Qi Li” Auxiliary Materials Platform, enhancing the environmental attributes of our supply chain and providing customers with eco-friendly, competitive products and services while strengthening risk resilience.

The Group strictly conducts quality inspections for suppliers’ building materials. Quality inspectors must verify the correspondence of models and quantities before inspecting appearance, dimensions, and assembly requirements. In addition to internal testing, certain products are sent to third-party institutions for professional testing across multiple parameters, such as appearance and safety requirements, to determine whether there are defects and whether the products comply with technical specifications. Based on this, the Group conducts monthly spot checks to verify the quality performance of shipped products and panels. If a finished product exhibits quality issues, the Group initiates a traceability process, returning non-conforming items to the factory, which then compensates for the economic losses caused.

In our international service business, the Group attaches great importance to supplier development. Upholding the principles of mutual development and win-win cooperation, we actively empower suppliers through technical support, standards alignment and other multi-dimensional cooperation measures. We assist suppliers in producing products that meet high overseas standards and help expand their international sales channels. By growing alongside our suppliers, we not only ensure the steady expansion of our own business but also contribute to the internationalization of upstream and downstream enterprises in the supply chain.

Environmental, Social and Governance Report

2 EXPANDING OVERSEAS BUSINESS TO EMPOWER A BETTER LIFE

Guided by the principle of “customer first,” the Group is committed to improving the industry’s efficiency and user experience. By continuously integrating premium resources, strengthening full-chain quality control, and advancing service system innovation, we are committed to providing users with more transparent and reliable integrated products and services, driving the home renovation industry toward a more standardized and healthy direction.

2.1 Quality Control

Quality is the fundamental guarantee for the Group’s “Retention-based Operations”. The Group strictly complies with the laws and regulations concerning product quality and safety in the countries and regions where it operates, including the *Product Quality Law of the People’s Republic of China*, the *EU General Product Safety Regulation*, the *Batteries and Waste Batteries Regulation*, and the *Packaging and Packaging Waste Regulation*. Based on these legal requirements, the Group has established a management and supervision system to ensure the quality, health, and safety of its products and services.

2.1.1 Quality Control for Domestic Business

Qijia Bao is a core pillar of the Group’s quality control for domestic business operations. The Group has formulated a series of regulatory documents including the *Standards for Construction Site Images of Qijia Bao*, *Eighteen Safety Hazard Checks of Qijia Bao*, *Qijia Bao Supervision Daily Work Procedures*, *Ten Civilised Construction Inspections of Qijia Bao*, *Supervision Management System* and *Qijia Bao Supervision Assessment Standards*, so as to standardize the management of construction quality across the entire industrial chain. Meanwhile, relying on its professional supervision team, the Group conducts acceptance inspections for

key construction stages including water and electricity installation, masonry and carpentry work, painting, and project completion. In accordance with standardized procedures, supervisors use professional tools such as laser distance meters and phase detectors to ensure that all construction work complies with normative requirements. Additionally, through the digital management system, customers can check the results of acceptance inspections and rectification progress in real time, realizing the transparent management of the entire decoration process.

Project Kick-off Meeting and Briefing

Process description: The supervisor introduces the service standard of "Qijia Bao" to the user, and guides the user to view the service content using the APP mobile terminal.

Inspection of the original housing conditions: The Supervisor supervises the on-site material arrangements, inspects the original housing conditions in accordance with the *Standards for Construction Site Images of Qijia Bao*, and puts forward reasonable suggestions based on the owner’s needs and construction plans.

Node confirmation: The Supervisor is responsible for supervising the construction duration and schedule agreed by both the construction party and the owner and providing the precautions for construction. The confirmation of the *Project Kick-off Meeting and Briefing Confirmation Form* is completed by the owner, the construction party, and the supervisor.

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Inspection and Acceptance of Water and Electricity Engineering

Repair inspection: The Supervisor checks the repair of the original housing problems based on the previous inspection results to ensure compliance with the subsequent construction requirements.

Acceptance for water and electricity works: The Supervisor introduces the acceptance process, standards and precautions to the owner and the construction party, and performs the quality acceptance of the current phase according to the acceptance standards.

Non-Conforming Items in Water and Electricity Acceptance: In case of non-conforming items found during water and electrical installations acceptance, the Supervisor provides rectification suggestions and orders the construction party to complete rectification within a specified time limit.

On-site management for disqualified works: The Supervisor strictly inspects safety hazards in construction sites in accordance with the *Eighteen Safety Hazard Checks of Qijia Bao*, and inspects the site hygiene and material stacking in accordance with the *Ten Civilised Construction Inspections of Qijia Bao*. In addition, the Supervisor gives rectification advice and orders the construction party to rectify within a limited period.

Node confirmation: The Supervisor provides precautions for next construction phase to the owner and the construction party and signs the *Phase Acceptance Sheet of Water and Electricity Engineering* with the other two parties.

Inspection and Acceptance of Masonry and Carpentry Works

Acceptance for masonry and carpentry works: The supervisor introduces the acceptance process, standards and precautions to the owner and the construction party. Then the supervisor will perform the quality acceptance according to the standards of *Qijia Bao* in this regard.

On-site management for disqualified works: The Supervisor strictly inspects the compliance of safety hazards management, hygiene, and material stacking in construction sites in accordance with the *Eighteen Safety Hazard Checks of Qijia Bao* and the *Ten Civilised Construction Inspections of Qijia Bao*. Accordingly, the Supervisor orders the construction party to rectify disqualified works.

Rectification inspection: The Supervisor checks the disqualified works accepted in previous phase, and continues to track such works until they are qualified.

Node confirmation: The Supervisor provides precautions for next construction phase to the owner and the construction party and signs the *Phase Acceptance Sheet of Masonry and Carpentry Works* with the other two parties.

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Final Acceptance Inspection

Final acceptance inspection: The supervisor introduces the process, standards and precautions of this acceptance to the owner and the construction party, and conducts quality acceptance in accordance with the acceptance standards of Qijia Bao.

Rectification inspection: The Supervisor checks the disqualified works accepted in previous phase, and continues to track such works until they are qualified.

Node confirmation: The Supervisor signs the *Final Acceptance Inspection Sheet* with the other two parties and concludes the supervision services.

During the Reporting Period, the Group centered its strategy on “Retention-based Operations.” By implementing robust initiatives across five key dimensions – Empowering Construction Enterprises, Deepening Trust, Innovating Business Models, Systematic Growth, and Service Assurance Upgrades, the Group has successfully transitioned the platform from a traffic distribution model to one of ecosystem co-creation. Through the continuous iteration of tools, systems, and service models, we have effectively enhanced the operational capabilities and brand reputation of home renovation enterprises. This strategic focus ensures the delivery of more secure and efficient integrated home improvement solutions for consumers.

Case: “Golden Dual-Butler” Service

During the Reporting Period, the Group launched the new Golden Dual Steward Service, which builds a closed loop centered on Meeting User Demands and Boosting Merchant Conversion. The service makes targeted efforts from two dimensions: connecting consumer demands and empowering decoration enterprise services, enhancing user satisfaction and merchant conversion efficiency, and jointly driving a positive service cycle and the development of long-term brand reputation.

In the pre-signing phase, in response to core concerns commonly raised by users such as the reasonableness of prices, material quality and construction period, the Steward provides authoritative answers by virtue of professional industry knowledge and platform resources, effectively eliminating information asymmetry and laying a solid foundation for quality trust. In the construction phase, the Construction Site Management and Supervision Module strictly supervises construction processes and technical specifications through standardized management methods, ensuring controllable project quality and consistent user experience. This module not only effectively improves construction quality, but also converts quality advantages into signing competitiveness, further enhancing brand credibility.

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Case: BGS Merchant Growth System

During the Reporting Period, the Group launched the BGS Merchant Growth System. Focusing on critical touchpoints, including pre-measurement, during-measurement, post-measurement, and in-store conversion, the system integrates foundational courses, advanced content, and insights from industry influencers. By providing decoration enterprises with clear, actionable growth paths and operational methodologies, the Group helps these enterprises systematically enhance their service quality and conversion capabilities.

Furthermore, to empower partner decoration enterprises and build core capabilities in the scenarios of meeting user demands, the Group launched a series of training programs under Qijia Business School. The training covers such themes as plumbing and electrical work, carpentry, painting, tiling construction, as well as their corresponding inspection and acceptance standards. By providing multi-dimensional improvement solutions, including training sessions, practical tools, hands-on exercises and process optimization, the Group helps decoration enterprises enhance their overall brand reputation.

2.1.2 Quality Control for International Business

In international service operations, the Group consistently places quality control at the core, establishing a comprehensive safeguard system that spans the entire process from the supply chain and product design to logistics, transportation, and warehouse management. This ensures that overseas users enjoy the same high-standard products and services as those in the domestic market.

In the supply chain phase, the Group implements a rigorous supplier qualification and dynamic evaluation mechanism, selecting partners that comply with European and American market certification standards.

This approach guarantees material safety and environmental sustainability from the source. For key product categories, batch sampling inspections and third-party testing are conducted to ensure compliance with local regulations and user expectations regarding product performance and limits on hazardous substances.

During the product design stage, the Group conducts in-depth research into the usage habits, aesthetic preferences, and functional needs of consumers in international markets. Designs are locally adapted based on factors such as climate, regulations, and construction standards. Multiple rounds of quality verification are integrated into the design review and prototyping processes to ensure structural safety, functional reliability, and long-term durability.

For product transportation, the Group collaborates with carriers experienced in international home furnishing logistics to develop customized packaging solutions for different products, effectively preventing moisture, shock, and wear.

In warehouse management, international warehouses strictly adhere to standardized operating procedures, implementing systematic controls over inbound quality inspections, inventory turnover, order picking, and outbound verification. Regular inventory counts and condition checks are conducted to ensure product quality remains stable during storage.

Through these coordinated controls across multiple stages, the Group is committed to providing overseas users with safe, reliable, and satisfying home furnishing products and services, continuously strengthening the trustworthiness of its global brand.

During the Reporting Period, the Group had no products subject to recalls for safety and health reasons.

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2.2 Quality Service

The Group strictly complies with the *Law of the People’s Republic of China on the Protection of Consumer Rights and Interests* and other relevant Chinese laws and regulations, as well as the Applicable Laws and Regulations of Overseas Operating Jurisdictions. We remain focused on customer experience and drive continuous improvement in our service quality.

2.2.1 Product and Service in the Domestic Market

As a leading domestic interior decoration platform, the Group has long been committed to promoting the development of the home design industry. Since 2018, the Group has hosted National Designer Competitions for consecutive years, providing a valuable platform for designers to showcase their talents and exchange expertise. Through this platform, designers can engage in mutual learning and reference, continuously elevating their professional design standards. Concurrently, the competition has brought higher-quality home design services to users, enabling them to enjoy an enhanced home lifestyle.

Case: The 8th Internet Interior Decoration Design Festival

During the Reporting Period, the Group hosted the 8th Internet Interior Decoration Design Festival. Leveraging a Strictly Screened Designers Team, transparent service processes, and a comprehensive assurance mechanism, the festival focused on the four core values of “Comprehensive, Efficient, Aesthetic, and Cost-Effective”. It is dedicated to rebuilding user trust in interior decoration design and initiating a new chapter in one-stop, hassle-free renovation.



The 8th Internet Interior Decoration Design Festival

In the overall decoration process, the on-site construction stage plays a pivotal role. The Group has hosted the Construction Site Competition for five consecutive years, aiming to upgrade the professional skills and construction management capabilities of home decoration practitioners, drive the standardization of on-site construction, enhance the core competitiveness of partner merchants and boost user trust.

Case: The 5th Construction Site Competition

During the Reporting Period, the 5th Construction Site Competition with the theme of “Building Nests with Ingenuity, Forging Homes with Exquisite Craftsmanship” has been underway. During the construction phase, participating home decoration enterprises are required not only to complete the online learning courses on the Construction Standards, but also to deliver at least one Visitable Construction Site case, enabling customers to make reservations for visits according to their own needs. To ensure customers’ visiting experience, the Group has formulated detailed norms and provided targeted guidance for participating construction sites on the filling in of basic information, the uploading of pictures and videos and other related work.

Through this Construction Site Competition, the Group seeks to further optimize the construction environment and management standards of the home decoration industry, and elevate customers’ decoration experience and satisfaction. Meanwhile, it also serves as a vital opportunity for partner merchants to demonstrate their professional strength, upgrade their brand image and attract potential customers.



The 5th Construction Site Competition

Furthermore, the Group has established a continuously expanding and evolving internet home decoration content ecosystem. Focused on user experience, it has deepened its self-media layout to drive the in-depth accumulation of content including photo sharing, decoration diaries and home improvement knowledge. By amassing a wealth of user data and high-quality home decoration content, it provides valuable support for users’ decision-making. For instance, the Group launched the Homeowner Decoration Notes Competition, encouraging users to share their decoration experiences and express their feelings about the decoration process. This not only provides directional guidance for the Group’s service enhancement but also offers practical decoration references for other users.

2.2.2 Products and Services in the International Market

In its international service business, the Group focuses on a global perspective and localized deep cultivation, providing overseas users with professional, transparent, and customized solutions for home furnishing and building material categories, and is committed to improving quality of life through technology. Leveraging strong supply chain strength and product R&D capabilities, the Group creates smart, comfortable, and sustainable home experiences for users, helping global customers achieve their ideal homes and making a beautiful life borderless.

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Meanwhile, the Group always integrates the concepts of high quality and environmental protection into its products and services, actively fulfilling its sustainable development responsibilities through innovative practices in product packaging and logistics. In terms of product packaging, the Group strictly follows the relevant environmental protection laws and recycling standards of its overseas operating locations, actively adopts recyclable materials, and implements lightweight and reduced-size designs to significantly reduce overall packaging waste. At the same time, the packaging is clearly marked with recycling symbols to facilitate user participation in sorted recycling, helping to achieve resource recycling. In the logistics segment, the Group continuously optimizes delivery route planning to improve transportation efficiency, reduce energy waste and carbon emissions, and prioritizes low-carbon transportation modes to ensure that the entire service process is reliable, efficient, and environmentally friendly.

2.2.3 Complaint Management

The Group attaches great importance to customer feedback, and aims to respond rapidly and resolve user issues effectively to enhance service experience. To standardize service procedures and optimize the quality of customer services, the Group has formulated a series of documents including the *Home Decoration Customer Complaint Management System*, the *Measures for the Administration of Complaint Handling*, the *Daily Complaint Handling Procedures for Customer Service Teams*, the *Customer Complaint Management Procedures*, the *Home Decoration After-sales Service Procedures* and *Executive Rotation Policy*, thus establishing a systematic and standardized complaint management system.

For complaint response in the domestic market, the Group has set up multiple channels including the 400 Customer Service Hotline, online customer service and the APP Mobile Green Channel. It also pays close attention to new media platforms such as REDnote, Douyin and the Black Cat Complaint Platform, monitors negative comments and feedback on the aforesaid platforms, promptly addresses customer feedback and demands, and further optimizes the overall service level.

For different business segments, the Group has assigned dedicated Complaint Handling Specialists to solve customer problems and meet their needs in a targeted manner. The specialists strictly abide by the *Service Commitment 3.1.5*, which stipulates the standards of responding within 3 hours, providing a preliminary solution within 1 working day and finalizing complaint resolution within 5 working days for handling customer complaints. The Group provides 24/7 customer service, committed to improving the efficiency of consumer dispute resolution.

The Group has established a standardized complaint handling process, which maintains detailed records of complaint particulars – including verifying evidence such as construction site records and contract terms. It provides targeted solutions based on the type of issue, with the resolution results confirmed by customers in written form, and arranges regular follow-up calls to ensure customer satisfaction, thus achieving a closed-loop service cycle.

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In accordance with the *Complaint Handling Assessment System*, the Group sets KPIs for Complaint Handling Specialists, including the complaint resolution rate, process compliance rate and customer follow-up rate, so as to continuously improve the efficiency and quality of customer services. In addition, the Group conducts regular manual quality audits to review the progress of complaint resolution and uphold consistent and high-standard service quality.

During the Reporting Period, the Group received a total of 43 complaints from the China Consumers Association and 34 media-reported complaints. More than 95% of these complaints have been resolved, with the remainder being processed in an orderly manner in accordance with the prescribed procedures. The Group's annual average satisfaction rate for phone-based services reached 99.38% during the Reporting Period, and that for online services hit 99.76%.

For complaint response in the international market, the Group adheres to the core principle of "timely response and clear guidance" and has built a dedicated international after-sales service team. For common issues including product operation, accessory support and product quality problems, the team relies on a continuously updated product knowledge base and a dynamically optimized product manual system to ensure that customer demands are resolved efficiently within the prescribed timeframes set by the relevant platforms, thus safeguarding customer experience and satisfaction.

2.3 Industry Recognition

Leveraging its comprehensive advantages in resource integration, quality control, and service innovation, the Group has garnered numerous industry honors, representing an affirmation of the Group's efforts over the past year.

During the Reporting Period,

- Qeeka Home was awarded the title of 2025 National Advanced Unit in Party Building Work for Home Decoration Enterprises by the China Furniture & Decoration Chamber of Commerce.
- Qijia Dianshang, the Group's franchised brand, was named 2025 National Reliable Enterprise for Construction Quality Delivery in the Home Decoration Industry by the CFDCC.
- Brausen, the Group's self-operated brand, won the title of 2025 Excellent Internet Home Decoration Brand issued by the China Furniture & Decoration Chamber of Commerce.
- Nola Whole House Customization, the Group's self-operated brand, was awarded the title of Designer Recommended Brand by the Global High-end Custom Furniture Design and Innovation Conference.
- Qeeka Home was honored with the title of Best TMT Company by Zhi Tong Finance.

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2.3.1 Industry Affiliations

The Group gives full play to its leading role as an industry leader in the industry, actively joins industrial organizations and holds key positions, participates in the revision and formulation of industry standards, and continuously facilitates the sustainable development of the industry.

During the Reporting Period, the Group's main industry affiliations are as follows:

- China Furniture & Decoration Chamber of Commerce: Honorary Vice President Unit, President Unit of the Home E-Commerce Special Committee
- Shanghai Jiading Association of Foreign Investment Enterprises: Vice President Unit
- Cross-border Expansion Special Committee of the China Furniture & Decoration Chamber of Commerce: Standing Director Unit

2.3.2 Industry Exchanges

The Group actively builds a diversified industrial exchange platform, aiming to drive sustainable innovation in the field of green building materials and home furnishing, empower partners to achieve business growth with more efficient and high-quality services, and jointly foster a sound industrial ecosystem and an outstanding industry reputation.

Case: “Break Boundaries for Symbiosis · Ignite a New Chapter with Wisdom” Green Building Materials Quality China Series Events

In August 2025, as a Strategic Co-organizer, the Group joined hands with high-quality decoration enterprises on its platform to participate in the “Break Boundaries for Symbiosis · Ignite a New Chapter with Wisdom” Green Building Materials Quality China Series Events. The Group deeply participated in the co-organization work and delivered a keynote speech, conveying to the industry its core strategy of continuously empowering decoration enterprises and helping partners improve operational efficiency and service quality. Against the backdrop of the coexistence of market competition and challenges, the Group demonstrated firm business resolve and a strong platform sense of responsibility, actively consolidated collaborative cooperation with industrial associations and enterprise partners, and jointly promoted the healthy and steady development of the industry.



“Break Boundaries for Symbiosis · Ignite a New Chapter with Wisdom” Green Building Materials Quality China Series Events

Case: “Driven by Innovation · Ignite the Future with Quality” Green Building Materials Quality China Series Events

In September 2025, the Group was invited to participate in the “Driven by Innovation · Ignite the Future with Quality” Green Building Materials Quality China Series Events, committed to promoting the widespread application of green, smart and eco-friendly products, facilitating the collaborative development of the industrial chain, and jointly building an exchange platform for the upstream and downstream of the industry. The R&D and application of green products was one of the core topics of the conference. The Group conducted in-depth discussions with elite representatives from various industries on the path of green transformation in the home furnishing industry, aiming to activate regional consumption potential and facilitate the high-quality development of the home furnishing industry in the central and western regions, and jointly promote industrial innovation and sustainable progress.



“Driven by Innovation · Ignite the Future with Quality” Green Building Materials Quality China Series Events

3 PRACTICING GREEN TRANSFORMATION AND CO-CREATING A LOW-CARBON FUTURE

The Group focuses on long-term economic and social benefits, pays close attention to national strategies and its own development opportunities, and actively explores green building materials and low-carbon operations. We promote sustainable development paths that are resource-saving and environmentally friendly, aiming to build a green future where humans and nature coexist in harmony.

Environmental Targets Summary:

- **Energy:** Advocate for energy-saving awareness, encourage employees to proactively identify energy-saving opportunities in daily work, and progressively reduce energy consumption intensity.
- **Water Resources:** Continuously improve the water resource utilization and management system, reduce water consumption, and ensure that all wastewater discharge complies with national and local environmental protection laws and regulations.
- **Non-hazardous Waste:** Strengthen waste sorting practices, establish a clear waste classification system, raise employee awareness of waste sorting, and ensure the effective recycling and treatment of waste.
- **Climate Change:** Gradually integrate climate change factors into the Company’s business strategy to ensure the enterprise has the flexibility and adaptability to address climate change, and effectively manage and progressively reduce greenhouse gas emission intensity within organizational boundaries.

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3.1 Climate Change

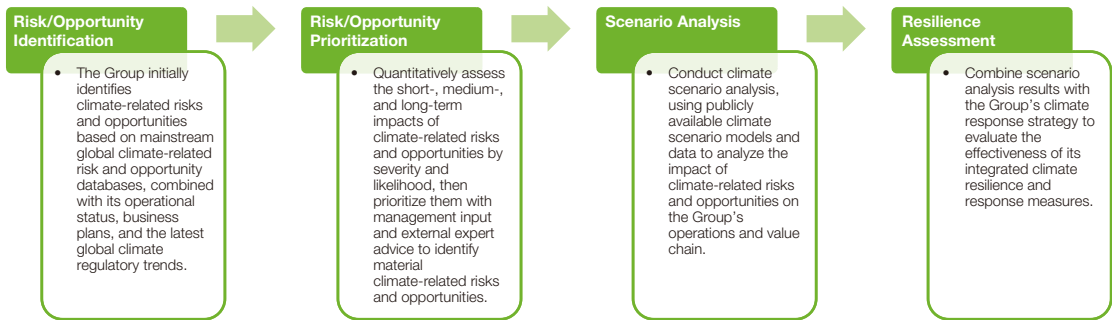
Climate change is a common global challenge. To comprehensively address the challenges posed by climate change, the Group has taken reference to the climate-related disclosures set out in Section D of the *ESG Reporting Code* issued by HKEx, and manages and discloses its climate actions from four dimensions – governance, strategy, risk management, and metrics and targets – to further enhance its climate resilience.

3.1.1 Governance

The Group attaches great importance to climate change governance and has established a top-down climate governance structure. The Board of Directors acts as the ultimate accountable body for climate governance, responsible for overseeing the identification, assessment and management of the Group’s material climate-related risks and opportunities. The Management Team is responsible for identifying and managing climate-related risks and opportunities, monitoring the implementation of climate actions, and submitting regular reports on climate-related matters to the Board of Directors. The ESG Working Group plans and implements climate-related work in accordance with the requirements of the management, reports thereon to the management, and ensures the effective management of climate risks.

3.1.2 Strategy

The Group recognizes that climate-related risks and opportunities may have impacts on its business and financial performance in the short-, medium – and long-term. Referring to HKEx’s climate disclosure framework, the Group has identified material climate-related risks and opportunities. Through climate scenario analysis, the Group has assessed the impact levels of climate-related risks and opportunities as well as its climate resilience, and has formulated corresponding management strategies to integrate climate considerations into its overall risk management and business strategy.



Notes:

- Having taken into account the Group’s business plans and strategies as well as the climate-related policies of the countries and regions where its operating locations are situated, the Group defines the short-, medium – and long-term time horizons as follows: short-term (0–1 year), medium-term (2–5 years; up to 2030) and long-term (6–25 years; up to 2050).
- The impact level of risks and opportunities is quantified by multiplying the materiality of the relevant risk/opportunity by its likelihood of occurrence, and such impact level is categorized into low, medium and high impact levels in accordance with the Group’s risk and opportunity thresholds.

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Risk/Opportunity Identification and Prioritization

In 2025, the Group conducted the first round of identification and assessment of climate-related risks and opportunities, and carried out their prioritization accordingly. The Group identified 3 material climate-related risks (including 2 physical risks and 1 transition risk) and 1 material climate-related opportunity in the process.

Risk/ Opportunity Category	Risk/Opportunity Name	Risk/Opportunity Impact Level			Value Chain
		Short-term	Medium-term	Long-term	
Physical Risk	Rising Average Temperature	Low	Medium	Medium	All
	Frequent Extreme Weather	Low	Low	Medium	All
Transition Risk	Tightening Regulatory Policies	Low	Medium	High	All
Opportunity	User Preference Shift	Low	Medium	High	All

Risk Assessment

Physical Risk	
Risk Name	Rising Average Temperature
Risk Description & Impact Analysis	<p>As atmospheric greenhouse gas concentrations increase, global average temperatures are rising. Under the high-emission IPCC SSP 5-8.5 scenario, global average temperatures will rise by 1.7°C by 2030 and 2.6°C by 2050. By mid-century, most regions will experience over 30 days of extreme high temperatures (>41°C) annually.</p> <p>Prolonged high temperatures increase risks for outdoor and non-air-conditioned indoor construction, significantly shortening effective construction cycles, delaying project delivery, and impacting user purchase intent and satisfaction, as well as the Group's core business operations. Additionally, long, hot summers will lead to a substantial increase in air conditioning energy consumption, raising operating costs.</p>
Mitigation Measures	<p>To address extreme heat, the Group has formulated work specifications for high-temperature periods, advising partners to adjust construction schedules to avoid extreme heat and ensure safety and efficiency.</p> <p>Priority is given to procuring high-efficiency air conditioning units, with regular maintenance to prevent excessive energy use, reduce summer cooling costs, and control operating expenses.</p>

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Physical Risk	
Risk Name	Frequent Extreme Weather
Risk Description & Impact Analysis	<p>As climate change intensifies, the frequency and severity of extreme weather events such as typhoons and floods are increasing. Under the IPCC SSP 5-8.5 scenario, losses from typhoons/tropical cyclones will rise by 5.6% by 2030 and 15% by 2050 (vs. 2015 levels), while river flood losses will increase by 22.2% by 2030 and 82.1% by 2050.</p> <p>Extreme weather may disrupt operations, affect production and transportation, delay renovation projects, and increase operating costs due to missed deadlines.</p>
Mitigation Measures	<p>The Group has established a diversified supply system and regional warehousing network, optimized inventory structures, and implemented advance stocking and dynamic scheduling for climate-sensitive key building materials to reduce risks from single logistics route disruptions.</p> <p>Emergency response plans for typhoons, floods, and other extreme weather events have been developed, with enhanced emergency coordination with partner enterprises.</p> <p>High-resilience building materials and techniques (e.g., waterproofing, windproofing, moisture resistance) are promoted in platform recommendations and construction standards to improve the physical climate resilience of home renovation projects.</p>
Risk Name	Tightening Regulatory Policies
Risk Description & Impact Analysis	<p>Global climate and sustainability regulations have become increasingly stringent. The Hong Kong Stock Exchange has revised its <i>ESG Reporting Code</i>, imposing stricter climate disclosure requirements on listed companies. Meanwhile, the Chinese government is advancing its “Carbon Peaking and Carbon Neutrality” goals, issuing emission reduction guidelines and launching carbon trading pilot markets. Under the low-emission IEA NZE scenario, China’s carbon price will reach \$90/ton by 2030 and \$200/ton by 2050.</p> <p>Stricter building energy efficiency standards and mandatory eco-friendly material requirements in key cities may increase compliance costs for the Group’s design and construction business. Failure to adopt low-carbon management and production models will expose the Group to rising compliance and carbon costs, pushing up overall operating expenses.</p>
Mitigation Measures	<p>The Group prioritizes the introduction of eco-certified building materials and energy-efficient home products, promotes “green home renovation,” and guides suppliers to reduce emissions, lowering the carbon intensity of the entire supply chain.</p> <p>It explores integrating energy-efficient operations with carbon asset management, implementing energy-saving retrofits for owned offices and warehouses to achieve low-carbon operations and reduce future carbon tariff and carbon market compliance costs.</p>

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Physical Risk	
Opportunity Name	User Preference Shift
Risk Description & Impact Analysis	<p>Global consumer demand for green, healthy, and sustainable living environments is growing, driving demand for green buildings, eco-friendly materials, and low-carbon home renovations. This presents structural opportunities for the home renovation industry but also raises higher standards for enterprises.</p> <p>To respond to shifting consumer preferences, the Group needs to invest in green raw material procurement, product R&D, design services, and marketing, which may increase short-term operating costs. Failure to adapt could lead to brand value damage, market share erosion, and long-term revenue decline.</p>
Mitigation Measures	<p>As a platform operator, the Group guides and empowers merchants to transition to green practices, strengthening its industry leadership and attracting ESG-conscious consumers and partners.</p> <p>Long-term partnerships are established with eco-certified material suppliers and sustainable renovation companies, leveraging centralized procurement and scale effects to lower green material costs and drive supply chain decarbonization.</p> <p>Content marketing, case studies, and user education are used to highlight the health, energy-saving, and long-term economic benefits of green home renovation, increasing consumer acceptance of green product premiums and accelerating market conversion.</p>

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Scenario Analysis

The Group fully recognizes that climate-related risks will continue to exert a profound impact on platform operations and the upstream and downstream value chains in the short-, medium- and long-term. Addressing climate change is a long-term initiative. The physical and transition risks faced by the Group are both driven by international trends and the policies of the Chinese government, and future climate conditions are subject to significant uncertainties. To conduct a comprehensive assessment of the impacts of climate change, the Group has carried out a forward-looking analysis of the short-, medium- and long-term impacts of material climate-related risks and opportunities based on two climate scenarios- low-emission and high-emission, so as to evaluate the effectiveness of the Group’s climate change response strategies and its level of climate resilience.

	Low-emission Scenario	High-emission Scenario
Scenario Definition	Ambitious climate actions are taken to limit global warming to 1.5°C or well below 2°C by the end of the century.	No climate actions are taken, leading to a global average temperature increase of over 4°C by the end of the century.
Scenario Description	Global awareness of sustainable development continues to grow, with countries and regions adopting ambitious climate actions, including stringent climate policies, emission reduction targets, and carbon tariffs. Consumers increasingly prefer green and low-carbon products, and companies actively respond to climate policies to drive low-carbon transitions, with many countries and regions achieving net zero emissions by 2050. The Group uses this scenario to assess the impact of climate strategies and actions aligned with the Paris Agreement’s 1.5°C or well-below-2°C target.	The global community fails to reach a consensus on the severity of climate change; existing climate policies and actions are terminated or not strictly enforced. Fossil energy remains the primary energy source, and greenhouse gas emissions accelerate. Physical risks from climate change intensify significantly, with sharp rises in global average temperatures and increasing frequency and severity of extreme weather. The Group uses this scenario to assess the impact of exacerbated climate change and surging climate-related physical risks due to the lack of effective climate action.
Reference Data Source	<p>IPCC SSP 1-2.6 scenario: A sustainable development society dominated by clean energy, which limits global warming to well below 2°C through effective climate actions.</p> <p>IEA Net Zero Emissions by 2050 (NZE) scenario: The global energy system and some advanced economies achieve net zero emissions by 2050, limiting global warming to 1.5°C.</p>	IPCC SSP 5-8.5 scenario: No additional global climate policies are implemented, economic development becomes increasingly dependent on fossil energy, and greenhouse gas emissions continue to rise.

Resilience Review

The results of the climate scenario analysis indicate that the Group will primarily face physical risks under high-emission scenarios, while transition risks will be the main challenge under low-emission scenarios. Over time, both types of risks show a gradual upward trend, necessitating continuous reinforcement of climate adaptability.

In terms of physical risks, as an internet platform connecting home decoration consumers, decoration companies, and building material suppliers, the Group's business continuity is highly dependent on offline construction fulfillment and the stability of the national supply chain. Although the platform itself does not directly operate factories, extreme weather may lead to construction interruptions for partner decoration teams, delays in building material logistics, or a decline in regional service supply capacity. Currently, benefiting from the wide geographical distribution of suppliers and construction teams, a single climate event has not yet caused a systemic impact on the platform's overall operations, and there have been no historical records of significant service interruptions caused by climate disasters. However, as the frequency and intensity of extreme weather may increase in the future, it is necessary to further strengthen climate risk management for partners and build a more resilient and transparent supply chain and construction coordination mechanism.

Regarding transition risks, the Group actively responds to the national "Dual Carbon" policy and market green transformation trends. Despite not being a primary source of direct emissions, the platform guides the decarbonization of both supply and demand sides by creating "Green Home Decoration" and promoting energy-saving building materials and eco-friendly processes. Currently, the platform is gradually promoting capacity building for environmental and low-carbon awareness among partner merchants, and no penalties or operational issues have occurred due to climate policy compliance.

In the future, the Group will continue to advance the green and low-carbon transformation of the platform ecosystem, enhancing overall service quality, user trust, and business resilience against the backdrop of evolving climate policies.

3.1.3 Risk Management

The Group has integrated the management of climate-related risks and opportunities into its overall risk management system, and conducts systematic reviews and assessments of climate risks through a top-down approach. In addition, the Board of Directors, as the ultimate accountable body, effectively supervises the identification, assessment and management of climate-related risks and opportunities with the assistance of the Management Team and the ESG Working Group, ensuring that climate-related risks are properly managed and mitigated. For detailed information on the risk management structure and processes, please refer to the relevant content in the *Risk Management and Internal Control* section of the Annual Report.

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3.1.4 Metrics and Targets

The Group has formulated a climate target of “effectively managing and gradually reducing the greenhouse gas emission intensity within organizational boundaries” and an energy-saving target of “advocating energy-saving awareness, encouraging employees to proactively seek energy-saving opportunities in their daily work, and gradually reducing energy consumption intensity”. The progress in achieving these targets will be reviewed in a timely manner.

To further enhance the ability to address climate change, the Group has incorporated climate-related metrics into its policy management system. By conducting regular dedicated reviews and implementing a continuous improvement mechanism, the Group systematically drives the improvement of climate governance and ensures the effective implementation of these targets.

Emission Item	2025	2024
Scope 1: Direct GHG Emissions (tCO ₂ e) ¹	29.96	35.36
Scope 2: Indirect GHG Emissions from Energy Consumption (tCO ₂ e) ²	490.04	857.91
Scope 3: Other Indirect GHG Emissions (tCO ₂ e) ³	35.03	/
Total GHG Emissions (tCO ₂ e)	555.03	893.27
Scope 1 and Scope 2 GHG Emission Intensity (tCO ₂ e/person)	1.23	1.26

Notes:

1. The Group’s Scope 1 GHG emissions primarily originate from gasoline consumption, and are accounted for in accordance with the *Accounting Methods and Reporting Guide for Greenhouse Gas Emissions from Public Building Operators* issued by the National Development and Reform Commission.
2. The Group’s Scope 2 GHG emissions primarily come from purchased electricity consumption. The national power grid average CO₂ emission factor is sourced from the data in the *Announcement on Issuing the 2023 Carbon Dioxide Emission Factors for Electricity* issued by the Ministry of Ecology and Environment.
3. The Group’s Scope 3 GHG emissions include calculations for Category 2 – Capital Goods and Category 6 – Business Travel. The emission factors for Scope 3 GHG are sourced from the US EPA Emission Factor Database. As data availability and accuracy continue to improve in the future, the Group will persistently refine the scope and methodology for calculating Scope 3 emissions. Concurrently, it will review and optimize GHG reduction targets to ensure the completeness of information disclosure and the scientific rigor of its goals.

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3.2 Resource Management

The Group strictly abides by relevant laws and regulations such as the *Energy Conservation Law of the People's Republic of China* and the *Water Law of the People's Republic of China* and has formulated a series of rules and regulations such as the *Measures for the Management of Air Conditioning Use* to strengthen energy and water management and actively promote a green office culture.

- **Equipment Selection:** The Group prioritizes high-efficiency, environmentally friendly and energy-saving equipment. For example, LED lighting systems are fully deployed in customer service centers, warehouses and headquarters offices to reduce energy consumption.
- **Equipment Maintenance:** Daily inspection and maintenance of water-using equipment are strengthened to eliminate water waste from leaks, seepages and drips.
- **Awareness Enhancement:** By regularly issuing energy and water conservation notices, the Group enhances employees' awareness of energy conservation, emission reduction and water conservation. Examples include controlling air conditioning temperatures, switching off electrical equipment when leaving the office, keeping lights off when natural light is sufficient, shutting down computers upon leaving work, and conserving water resources.



Energy Conservation Reminders

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Resource Use ^{1,2}	2025	2024
Total Direct Energy Consumption (MWh)	122.52	144.64
Total Indirect Energy Consumption (MWh)	916.23	1,598.78
Total Energy Consumption (MWh) ³	1,038.75	1,743.42
Energy Consumption Intensity (MWh/person)	2.46	2.47
Total Water Consumption (ton) ⁴	3,271	6,529
Water Consumption Intensity (ton/person)	7.75	9.23

Notes:

1. Since the Group's operations do not involve the use of packaging materials, KPI A2.5 (Total Volume of Packaging Materials for Finished Products) is not applicable.
2. The Group's operations have no involvement with other environmental and natural resources. Therefore, General Disclosure under A3 (the general disclosure on policies on minimising the issuer's significant impact on the environment and natural resources) and A3.1 (description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them) are not applicable and thus not disclosed in this report.
3. The Group's total energy consumption is calculated based on electricity consumption, fuel oil consumption, and the *Default Values for Fossil Fuel-related Parameters* in Appendix 1 of *Accounting Methods and Reporting Guide for Greenhouse Gas Emissions from Public Building Operators* issued by the National Development and Reform Commission.
4. The Group's primary water consumption is domestic water, supplied by the municipal water supply system.

3.3 Emission Management

The Group strictly complies with laws and regulations such as the *Environmental Protection Law of the People's Republic of China*, the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution Caused by Solid Wastes*, the *Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution*, and the *Law of the People's Republic of China on the Prevention and Control of Water Pollution*. The Group actively adopts various emission and waste reduction measures to comprehensively enhance the management of wastewater, exhaust gas and waste, reduce greenhouse gas emissions, and ensure that all pollutant discharges comply with applicable laws and regulations. Furthermore, the Group integrates green and environmental protection philosophies into its corporate culture, strengthens emission and waste reduction education, raises employees' awareness of environmental responsibility, and fosters a positive internal culture centered on green development and low-carbon operations.

- **GHG Emissions Management:** Continuously reduce greenhouse gas emission intensity by improving energy efficiency and advocating for employees to use eco-friendly transportation instead of private cars for commuting.
- **Wastewater Management:** Adopt water-saving measures, such as posting water-saving posters and strengthening daily maintenance of water-using equipment in office areas, to reduce domestic wastewater discharge.
- **Exhaust Gas Management:** Strictly manage the use of corporate vehicles and reduce unnecessary trips to control the emission of atmospheric pollutants.

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- Waste Management:** Encourage paperless office practices, minimize the copying and printing of paper documents, advocate for double-sided printing and paper reuse to avoid unnecessary paper waste and reduce the generation of non-hazardous waste; implement waste sorting principles, classifying waste into hazardous waste, kitchen waste, recyclable waste, and non-recyclable waste.

Emission Item	2025	2024
Nitrogen Oxide Emissions (kg) ¹	97.90	93.59
Sulfur Dioxide Emissions (kg) ¹	0.21	0.24
Particulate Matter Emissions (kg) ¹	9.38	8.97
Wastewater Discharge (ton) ²	2,616.47	5,223.01
Total Non-Hazardous Waste Discharge (ton) ³	28.39	28.96
Non-Hazardous Waste Intensity (ton/person)	0.07	0.04

Notes:

- Considering the Group's business characteristics, its atmospheric pollutant emissions mainly originate from nitrogen oxides (NO_x), sulfur dioxide (SO₂), and particulate matter (PM) generated by fuel combustion in company vehicles.
- The Group's wastewater is primarily domestic wastewater from office operations, which is discharged to municipal wastewater treatment plants for centralized treatment.
- The Group's hazardous waste includes small quantities of waste toner cartridges and ink cartridges from office printers, which are recycled by qualified recyclers. Hazardous waste is not disclosed as the amount is relatively small. The Group's non-hazardous waste includes kitchen waste, recyclable waste, and non-recyclable waste, which are uniformly collected, transported, and disposed of by municipal sanitation departments.

4 STIMULATING TALENT POTENTIAL AND CO-BUILDING A GROWTH ECOSYSTEM

The Group upholds the talent strategy concept of "Organizational Empowerment, Talent Upgrading, and Cultural Renewal." Focusing on the four dimensions of institutional innovation, talent development, cultural integration, and technological empowerment, we drive the transformation of human resource management from "basic support" to "strategic partnership" through systematic initiatives, building a solid talent foundation for business growth and organizational resilience.

4.1 Talent Employment

The Group continuously strengthens the standardization and fairness of employment management, and strictly complies with relevant laws and regulations such as the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China* and the *Provisions on the Prohibition of Using Child Labor*. The Group has formulated and improved a series of internal rules and regulations, including the *Recruitment Management Process*, the *Employee Attendance Management System* and the *Internal 180 Management System*, which systematically standardize all management processes including recruitment and dismissal, compensation and promotion, and working hours and leave entitlements. The Group signs labor contracts with all regular employees in accordance with the law and earnestly protects their legitimate rights and interests.

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To build a diversified and high-quality talent echelon, the Group has established diversified talent introduction channels covering campus recruitment, social recruitment and internal referrals. In 2025, to support the expansion of international service businesses, the Group focused on attracting interdisciplinary talents with both a global perspective and digital capabilities to drive the continuous upgrading of the business structure. While actively expanding external talent resources, the Group further optimized the internal referral mechanism to enhance employees' enthusiasm for participating in talent referrals. During the year, the proportion of new hires recruited through internal referrals reached 11%, which not only improved recruitment efficiency but also provided strong support for optimizing the structure of the talent team.

Regarding employment principles, the Group adheres to the fundamental criteria of "Fairness, Openness, Equality, Competition, and Meritocracy," integrating the concept of equality into every stage of the recruitment, employment, training, and promotion processes. The Group fully implements the principles of gender equality, regional equality, and ethnic equality. In 2025, the recruitment proportion of female employees reached 48%, and the talent pool covered multiple provinces across the country. The Group resolutely eliminates any discriminatory clauses or behaviors based on personal characteristics such as region, ethnicity, gender, age, or race, continuously creating an inclusive, diverse, and just environment for talent development.

The Group strictly adheres to the principle of legal employment, explicitly prohibiting the use of child labor and resolutely eliminating forced labor. During the recruitment process, the Group strictly verifies the identity information of applicants to ensure the hiring process is legal and compliant and to avoid the employment of child labor. If any behavior violating the employment policy is discovered, the Group will take timely measures to maintain a legal employment environment. In terms of working hour management, the Group strictly complies with statutory working hours, implementing the fixed working hour system, comprehensive working hour system, and flexible working hour system. We encourage employees to complete their duties within normal working hours. If overtime is necessary due to business needs, employees must submit an application in advance and proceed with the overtime arrangement after approval. The Group provides employees with compensatory time off or overtime pay in accordance with the law, along with overtime meal subsidies and transportation allowances.

As of the end of the Reporting Period, the Group's employee composition and employee turnover rate are as follows:

		Total	Employee
		Employees	Turnover
			Rate
By Gender	Male	187	58%
	Female	235	52%
By Employment Type	Full-time	422	55%
	Part-time	/	/
By Age Group	Under 30	72	65%
	30-50	319	53%
	Over 50	31	24%
By Region	Shanghai	260	46%
	Sanming	67	46%
	Rizhao	19	71%
	Beijing	30	39%
	Other Regions	46	78%

4.2 Compensation and Benefits

Competitive compensation and benefit levels within the industry are essential conditions for the Group to attract and retain high-quality talent. The Group continuously upgrades its compensation and benefits system to steadily enhance employees' sense of achievement and belonging. The current compensation structure covers basic salary, position-based salary/performance bonuses, and position-based allowances. For employees in specific roles, the Group also provides confidential salary or competitive restriction compensation. In addition, the Group provides a series of benefit allowances for employees, including meal subsidies, transportation subsidies, business communication expenses, and blessing fees, and pays various social insurance contributions for employees in accordance with local regulations.

To continuously stimulate the long-term developmental drive of its talent teams, the Group has established a performance-oriented differentiated incentive mechanism. At the end of each year, based on the assessment of employee performance, position or salary adjustments are made for outstanding employees according to their professional capabilities and job nature, comprehensively measuring and affirming their hard work and value creation.

To better enhance employee efficiency, creativity, and satisfaction, the Group is committed to building a happy workplace environment for every employee. The Group attaches great importance to the physical and mental health of its employees, not only planning colorful cultural activities to encourage a balance between work and life but also providing daily care and convenience to comprehensively enhance employees' sense of well-being.

Case: The Group's 20th Anniversary Celebration

In 2025, the Group grandly celebrated its 20th anniversary through an event structured around the three dimensions of "Retrospection + Vision + Interaction." This approach fostered emotional resonance among employees, deepening their cultural identification. The event engaged the entire workforce, enabling employees to gain a deeper understanding of the corporate culture and enhancing their sense of belonging and pride.

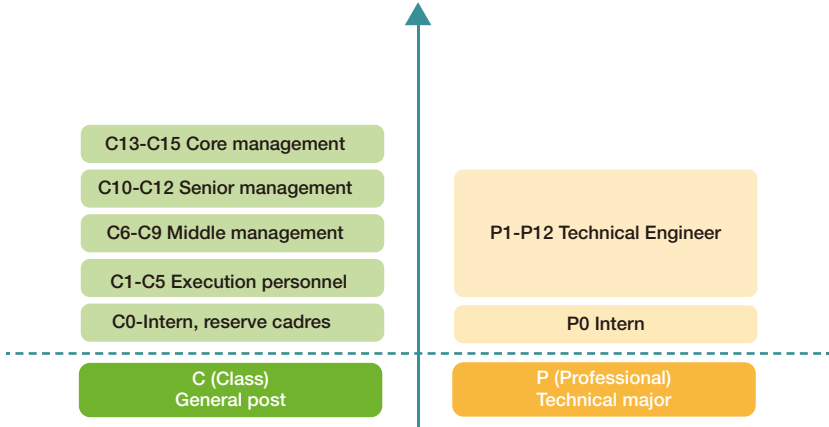


20th Anniversary Celebration

Environmental, Social and Governance Report

4.3 Development and Training

The Group attaches great importance to the growth and development of its employees, having formulated and revised systems such as the *Internal Competition Management Regulations* to promote competitive selection through the mechanism of “Open Selection, Competitive Appointment, and Internal Priority.” Based on the professional skills and strengths of each employee, the Group has planned two types of promotion channels – the general post line and the technical professional line – establishing transparent and diversified career development paths. By providing every employee with fair and reasonable promotion opportunities, the Group stimulates work enthusiasm and motivation, maximizing employee potential.



Employee Promotion Channel

In terms of the employee promotion mechanism, the Group has established a tiered promotion channel underpinned by the principle of “solidifying the grassroots, supporting the middle level and leading at the senior level”. By combining job rotation practices with mentorship programs, the Group provides employees with a clear and transparent career development path, ensuring that promotion opportunities are fairly extended to diverse employment types including full-time, part-time and flexible employment.

Regarding talent development, the Group has built a three-tier training framework of *Basic* → *Advanced* → *Expert* and formulated standardized training programs such as the *Reserve Cadre Training Camp* to systematically drive the upgrade of its talent development mechanism. The Group customizes multi-dimensional training courses for employees to meet their career development needs across all stages. For instance, the Group provides all employees with general and targeted leadership development programs to help them unlock their full leadership potential, and offers abundant leadership development resources to employees promoted across business lines or functions. During the Reporting Period, the Group created an integrated online and offline learning ecosystem, launched a new E-learning platform and implemented differentiated strategies: new employees completed basic onboarding courses, business staff participated in skill training, and management personnel attended specialized sessions on strategic thinking. These initiatives have significantly improved employees’ learning efficiency and the alignment of their professional competencies, further advancing the professionalization and tiered development of the talent team.

Environmental, Social and Governance Report

Case: Cross-Border Management Trainee Program

In 2025, the Group comprehensively upgraded its Cross-Border Management Trainee Program, recruiting outstanding talents with great potential in product, operation and functional fields from key universities at home and abroad. The Program adopts a triple-in-one training system integrating mentor guidance, rotational practice and specialized training, and arranges for management trainees to take on in-depth rotational assignments in core business departments and frontline cross-border business units. It strives to accelerate the development of strategic reserve talents, thereby reserving high-quality, interdisciplinary management talents for the Group's emerging businesses.

Case: Reserve Cadre Training Camp Employee Training Program

The Group launched the *Reserve Cadre Training Camp* Employee Training Program, which aims to build a contingent of reserve cadres who identify with Qijia Culture and possess both moral integrity and professional competence, injecting inexhaustible impetus into the Company's sustainable development. Focusing on enhancing the professional and management capabilities of participants, the Program covers a series of modules including corporate culture, team project management and data analysis, and adopts a mentor guidance model to ensure the improvement of professional skills and accumulation of practical experience of participating employees. Through rigorous application screening, systematic teaching, phased assessments and debriefing reports, the Group conducts a comprehensive evaluation of participants' growth. Those ultimately recognized as reserve cadres are entitled to exclusive allowances and have priority eligibility for cadre competition recruitment. In 2025, the Group further advanced the implementation of the *Reserve Cadre Training Camp*, continuously strengthening the Company's talent echelon development and strategic execution capacity.

As of the end of the Reporting Period, the training-related KPIs are as follows:

		Percentage of Employment Trained	Average Training Hours per Employee
By Gender	Male	44.31%	38.74
	Female	55.69%	37.09
By Employment Level	Senior Management	1.42%	41.17
	Middle Management	9.01%	89.71
	Junior Staff	89.57%	32.55

4.4 Health and Safety

The Group strictly complies with laws and regulations such as the *Work Safety Law of the People's Republic of China* and has formulated relevant systems including the *Eighteen Safety Hazard Checks of Qijia Bao*, the *Management System for Safe and Environmentally Friendly Construction Sites*, the *Ten Civilised Construction Inspections of Qijia Bao* and the *Daily Safety Management System for Office Premises*. By establishing management norms for the daily working environment and implementing strict construction site acceptance standards, the Group promptly identifies and eliminates potential safety hazards to ensure the safety and health of its employees and partners.

The Group conducts monthly fire safety inspections of the office buildings occupied by its employees to ensure that fire safety equipment is in proper working order and operates as intended, thereby mitigating fire risks. Meanwhile, the Group regularly circulates various fire safety notices to employees, including details on non-motorized vehicle parking areas, non-smoking zones and designated smoking spots, to enhance employees' safety awareness and competencies and eliminate fire hazards.

Environmental, Social and Governance Report

The Group also pays close attention to the health and safety of third-party decoration personnel, clearly defining various hazards at construction sites and the corresponding protective measures. It requires renovation companies to maintain a constant focus on construction safety issues and conduct safety hazard inspections at each supervision and acceptance stage, ensuring comprehensive protection for the safety of workers at construction sites.

Over the past three years, the Group has recorded no work-related fatalities. During the Reporting Period, the total number of workdays lost due to occupational injuries amounted to 86 days.

5 HARMONIZING SOCIAL WELFARE AND DELIVERING WARMTH

The Group consistently regards social responsibility as an essential component of corporate development. While driving business growth, the Group actively guides partner enterprises to fulfill their social responsibilities, fostering a positive atmosphere of shared responsibility by establishing public welfare participation mechanisms and building charitable platforms. In 2025, the Group continued to focus on the two major fields of educational support and elderly care, joining hands with partner enterprises to launch a series of public welfare activities, promoting resource circulation and professional empowerment. Looking ahead, the Group will continue to collaborate with outstanding partner enterprises to remain dedicated to public welfare undertakings, collectively advancing the construction of social responsibility within the home furnishing industry and creating greater value for society.

Case: Public Welfare Project of Refurbished Computer Classrooms

As a socially responsible enterprise, the Group has long focused on the development of educational resources in poverty-stricken areas, particularly the provision of teaching equipment. Since December 2019, the Group has donated computers for six consecutive years to the *Passing Love, the Renewable Computer Classroom* public welfare project hosted by Shanghai Zhonggu Public Welfare Youth Development Center. The initiative aims to meet the office and learning needs of teachers and students in poverty-stricken areas, arouse students' interest and motivation in learning, and broaden their knowledge horizons. This project has not only extended the service life of electronic equipment, but also alleviated the shortage of computers in poverty-stricken areas, effectively improving the educational conditions of local children.



Computer Donation Site

Environmental, Social and Governance Report

Case: Joint Initiative with Decoration Enterprises in Guizhou

In 2025, the public welfare activity *2025 China Home Furnishing Industry Senior Care Tour*, organized by the China Furniture & Decoration Chamber of Commerce, was successfully held at the Rural Nursing Home in Kuankuo Town, Suiyang County, Zunyi City, Guizhou Province. In this meaningful public welfare activity, the Group teamed up with its cooperative decoration enterprises and over 30 industry partners, donated charitable goods and materials worth over 260,000 yuan to the nursing home. We took concrete actions to improve the living environment of the elderly and convey the warmth and care of the home furnishing industry.



Senior Care Tour

Environmental, Social and Governance Report

APPENDIX: INDEX TO THE HKEX’S ESG REPORTING GUIDE

Aspect	Description	Title of sections
A. Environmental		
A1	Emissions	
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Practicing Green Transformation and Co-creating a Low-carbon Future > Emission Management
A1.1	The types of emissions and respective emissions data.	Practicing Green Transformation and Co-creating a Low-carbon Future > Emission Management
A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Practicing Green Transformation and Co-creating a Low-carbon Future > Emission Management
A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Practicing Green Transformation and Co-creating a Low-carbon Future > Emission Management
A1.5	Description of emission target(s) set and steps taken to achieve them.	Practicing Green Transformation and Co-creating a Low-carbon Future > Emission Management
A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Practicing Green Transformation and Co-creating a Low-carbon Future > Emission Management

Environmental, Social and Governance Report

Aspect	Description	Title of sections
A2	Use of Resources	
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	Practicing Green Transformation and Co-creating a Low-carbon Future > Resource Management
A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	Practicing Green Transformation and Co-creating a Low-carbon Future > Resource Management
A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Practicing Green Transformation and Co-creating a Low-carbon Future > Resource Management
A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Practicing Green Transformation and Co-creating a Low-carbon Future > Resource Management
A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Practicing Green Transformation and Co-creating a Low-carbon Future > Resource Management
A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	Practicing Green Transformation and Co-creating a Low-carbon Future > Resource Management
A3	The Environment and Natural Resources	
General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	Practicing Green Transformation and Co-creating a Low-carbon Future > Resource Management
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Practicing Green Transformation and Co-creating a Low-carbon Future > Resource Management

Environmental, Social and Governance Report

Aspect	Description	Title of sections
B. Social		
B1		
Employment		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	Stimulating Talent Potential and Co-building a Growth Ecosystem > Talent Employment
B1.1	Total workforce by gender, employment type (for example, full – or part-time), age group and geographical region.	Stimulating Talent Potential and Co-building a Growth Ecosystem > Talent Employment
B1.2	Employee turnover rate by gender, age group and geographical region.	Stimulating Talent Potential and Co-building a Growth Ecosystem > Talent Employment
B2		
Health and Safety		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	Stimulating Talent Potential and Co-building a Growth Ecosystem > Health and Safety
B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Stimulating Talent Potential and Co-building a Growth Ecosystem > Health and Safety
B2.2	Lost days due to work injury.	Stimulating Talent Potential and Co-building a Growth Ecosystem > Health and Safety
B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Stimulating Talent Potential and Co-building a Growth Ecosystem > Health and Safety

Environmental, Social and Governance Report

Aspect	Description	Title of sections
B3	Development and Training	
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Stimulating Talent Potential and Co-building a Growth Ecosystem > Development and Training
B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Stimulating Talent Potential and Co-building a Growth Ecosystem > Development and Training
B3.2	The average training hours completed per employee by gender and employee category.	Stimulating Talent Potential and Co-building a Growth Ecosystem > Development and Training
B4	Labour Standards	
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	Stimulating Talent Potential and Co-building a Growth Ecosystem > Talent Employment
B4.1	Description of measures to review employment practices to avoid child and forced labour.	Stimulating Talent Potential and Co-building a Growth Ecosystem > Talent Employment
B4.2	Description of steps taken to eliminate such practices when discovered.	Stimulating Talent Potential and Co-building a Growth Ecosystem > Talent Employment

Environmental, Social and Governance Report

Aspect	Description	Title of sections
B5	Supply Chain Management	
General Disclosure	Policies on managing environmental and social risks of the supply chain.	Deepening Responsible Operations and Leading Value Creation > Supplier Management
B5.1	Number of suppliers by geographical region.	Deepening Responsible Operations and Leading Value Creation > Supplier Management
B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Deepening Responsible Operations and Leading Value Creation > Supplier Management
B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Deepening Responsible Operations and Leading Value Creation > Supplier Management
B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Deepening Responsible Operations and Leading Value Creation > Supplier Management
B6	Product Responsibility	
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Expanding Overseas Business to Empower a Better Life > Quality Control
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Expanding Overseas Business to Empower a Better Life > Quality Control
B6.2	Number of products and service related complaints received and how they are dealt with.	Expanding Overseas Business to Empower a Better Life > Quality Service
B6.3	Description of practices relating to observing and protecting intellectual property rights.	Deepening Responsible Operations and Leading Value Creation > Intellectual Property Management
B6.4	Description of quality assurance process and recall procedures.	Expanding Overseas Business to Empower a Better Life > Quality Control
B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Deepening Responsible Operations and Leading Value Creation > Information Security

Environmental, Social and Governance Report

Aspect	Description	Title of sections
B7	Anti-corruption	
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Deepening Responsible Operations and Leading Value Creation > Integrity Culture
B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the Reporting Period and the outcomes of the cases.	Deepening Responsible Operations and Leading Value Creation > Integrity Culture
B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Deepening Responsible Operations and Leading Value Creation > Integrity Culture
B7.3	Description of anti-corruption training provided to directors and staff.	Deepening Responsible Operations and Leading Value Creation > Integrity Culture
B8	Community Investment	
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Harmonizing Social Welfare and Delivering Warmth
B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Harmonizing Social Welfare and Delivering Warmth
B8.2	Resources contributed (e.g. money or time) to the focus area.	Harmonizing Social Welfare and Delivering Warmth

Environmental, Social and Governance Report

D. Climate-related Disclosures

Climate-related Disclosure Requirements	Description	Title of sections
Governance	(a) The governance body(s) responsible for oversight of climate-related risks and opportunities	Practicing Green Transformation and Co-creating a Low-carbon Future > Climate Change
	(b) Management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities	Practicing Green Transformation and Co-creating a Low-carbon Future > Climate Change
Strategy	Climate-related risks and opportunities	Practicing Green Transformation and Co-creating a Low-carbon Future > Climate Change
	Business model and value chain information	Practicing Green Transformation and Co-creating a Low-carbon Future > Climate Change
	Strategy and decision-making	Practicing Green Transformation and Co-creating a Low-carbon Future > Climate Change
	Financial position, financial performance and cash flows	Practicing Green Transformation and Co-creating a Low-carbon Future > Climate Change
		Note: 1) For item 22 (a)(iii), the Group has established qualitative greenhouse gas targets but has not yet developed a complete transition plan; 2) For item 23, the Group allocates resources to purchase relevant equipment or implement actions as needed based on the set targets, but has not yet developed a complete resource allocation plan.
	Climate resilience	Practicing Green Transformation and Co-creating a Low-carbon Future > Climate Change
		Note: For item 25, the Group has identified the qualitative impacts of various climate risks and opportunities, but has not yet systematically calculated the potential financial impacts.

Environmental, Social and Governance Report

Climate-related Disclosure Requirements

Requirements	Description	Title of sections
Risk Management	(a) The processes and related policies the issuer uses to identify, assess, prioritize and monitor climate-related risks and opportunities	Practicing Green Transformation and Co-creating a Low-carbon Future > Climate Change Note: For item 27 (a)(vi), this is the Group's first climate-related risk report during the Reporting Period, so it is not applicable.
	(b) The processes the issuer uses to identify, assess, prioritise and monitor climate-related risks and opportunities (including information about whether and how the issuer uses climate-related scenario analysis to identify climate-related opportunities); and	Practicing Green Transformation and Co-creating a Low-carbon Future > Climate Change
	(c) How the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into the issuer's overall risk management process, and the extent of such integration.	Practicing Green Transformation and Co-creating a Low-carbon Future > Climate Change

Environmental, Social and Governance Report

Climate-related Disclosure Requirements

Requirements	Description	Title of sections
Metrics and Targets	Greenhouse gas emissions	Practicing Green Transformation and Co-creating a Low-carbon Future > Climate Change
	Climate-related transition risks	Note: Based on current operations, data statistics have not been conducted yet.
	Climate-related physical risks	Note: Based on current operations, data statistics have not been conducted yet.
	Climate-related opportunities	Note: Based on current operations, data statistics have not been conducted yet.
	Capital deployment	Note: Based on current operations, data statistics have not been conducted yet.
	Internal carbon prices	Note: Based on current operations, the Group has not yet implemented internal carbon pricing.
	Remuneration	Note: Based on current operations, the Group has not yet incorporated climate-related considerations into its remuneration policy.
	Industry-based metrics and cross-industry metrics	Note: Considering that the Group's business model has relatively limited environmental impact, some cross-industry and industry-specific metrics have limited relevance to understanding the Group's climate-related performance, so they have not been disclosed.
	Climate-related targets	Practicing Green Transformation and Co-creating a Low-carbon Future > Climate Change Note: 1) For item 38 (a), based on current operations, third-party verification of the targets has not been conducted yet; 2) For item 40 (e), the Group has not yet purchased carbon credits.

Report of the Directors

The Board is pleased to present this annual report and the audited financial statements of the Group for the year ended 31 December 2025.

PRINCIPAL BUSINESSES AND ACTIVITIES

The Group is one of the leading providers of SaaS solution in interior design and construction industry in China. The principal activities of the Group are (i) the provision of SaaS-based total marketing solution, targeted marketing services, inspection service and others (“**SaaS and Marketing Service**”); (ii) the provision of interior design and construction service (“**Interior Design and Construction**”); (iii) International service business services; and (iv) the provision of other initiative services (“**Innovation and others**”).

The Company acts as an investment holding company and the principal activities of its subsidiaries are set out in Note 35 to the consolidated financial statements. There were no significant changes in the nature of Group’s activities during the Reporting Period.

BUSINESS REVIEW

The business review of the Group for the year ended 31 December 2025 is set out in the sections headed “Chairman’s Statement” and “Management Discussion and Analysis” from pages 5 to 8 and pages 9 to 20 of this annual report. Description of principal risks and uncertainties that the Group may be facing can be found in the sections headed “Report of the Directors – Risks Relating to the Contractual Arrangements” on page 99 of this annual report. An account of the Company’s key relationships with its employees, customers and suppliers and others that have a significant impact on the Company is set out in the “Environmental, Social and Governance Report” on pages 36 to 81 of this annual report.

PROSPECT

A review of the business of the Group during the year and a discussion on the Group’s future business development, particulars of important events affecting the Group that have occurred since the end of the financial year are set out in the “Chairman’s Statement” on pages 5 to 8 of this annual report. An analysis of the Group’s performance during the year using financial key performance indicators is set out in the “Key Financial and Operation Data” on page 4 of this annual report.

The Company’s compliance with relevant laws and regulations which have a significant impact on the Group are provided in the section headed “Compliance with Laws and Regulations” of this report of the Directors. An account of the Company’s relationship with its employees, customers, and suppliers is disclosed in the section headed “Relationship with Stakeholders” of this report of the Directors.

RESULTS

The consolidated results of the Group for the year ended 31 December 2025 are set out in the Consolidated Statement of Comprehensive Income on page 109 of this annual report. The financial condition of the Group as at 31 December 2025 is set out in the Consolidated Balance Sheet on pages 110 to 111 of this annual report. The consolidated cash flows of the Group for the year ended 31 December 2025 is set out in the Consolidated Statement of Cash Flows on page 113.

Discussion and analysis about the operating performance and significant elements affecting the results of operations and financial condition of the Group during the year are set out in “Management Discussion and Analysis” of this annual report on pages 9 to 20.

Report of the Directors

DIVIDEND POLICY

The dividend policy of the Company, adopted by the Board on 19 December 2018, is set out as follows:

Subject to the Companies Law of the Cayman Islands and the Memorandum and Articles of Association, the Company in general meeting may declare dividends in any currency but no dividends shall exceed the amount recommended by the Board.

The Board may, before recommending any dividend, set aside out of the profits of the Company such sums as it thinks fit as a reserve or reserves which shall, at the discretion of the Board, be applicable for meeting claims on or liabilities of the Company or contingencies or for paying off any loan capital or for equalizing dividends or for any other purpose to which the profits of the Company may be properly applied, and pending such application may, at the like discretion, either be employed in the business of the Company or be invested in such investments (including in the repurchase by the Company of its own securities or the giving of any financial assistance for the acquisition of its own securities) as the Board may from time to time think fit, and so that it shall not be necessary to keep any investments constituting the reserve or reserves separate or distinct from any other investments of the Company. The Board may also without placing the same to reserve, carry forward any profits which it may think prudent not to distribute by way of dividend.

FINAL DIVIDEND

The Board does not recommend the distribution of a final dividend for the year ended 31 December 2025.

The Board has declared an interim dividend of HKD0.0288 per share. The interim dividend has been paid on Tuesday, 30 September 2025 to the Shareholders whose names are listed in the register of members of the Company on Tuesday, 16 September 2025, in an aggregate of approximately HK\$32.98 million. The interim dividend was distributed in Hong Kong dollars. The proposal for the distribution of the interim dividend above was subject to the consideration and approval of the Board.

ANNUAL GENERAL MEETING AND CLOSURE OF REGISTER OF MEMBERS

The forthcoming annual general meeting will be held on Thursday, 21 May 2026, and its notice and all other relevant documents will be published and despatched to shareholders in April 2026.

The register of members of the Company ("**Register of Members**") will be closed during the following periods and during these periods, no transfer of shares will be registered.

For the purpose of ascertaining the Shareholders' entitlement to attend and vote at the AGM, the Registers of Members will be closed from 18 May 2026 to 21 May 2026, both days inclusive. The record date will be 21 May 2026.

In order to be eligible to attend and vote at the AGM, all properly completed transfer forms accompanied by the relevant share certificates must be lodged with the branch share registrar ("**Branch Share Registrar**") of the Company in Hong Kong, Tricor Investor Services Limited, 17/F, Far East Finance Centre 16 Harcourt Road, Hong Kong for registration not later than 4:30 p.m. on Friday, 15 May 2026.

SHARE CAPITAL

As at 31 December 2025, the authorised share capital of the Company was US\$200,000, divided into 2,000,000,000 shares of US\$0.0001 each. Details of movements in the share capital of the Company during the year ended 31 December 2025 are set out in Note 23 to the consolidated financial statements.

SUBSIDIARIES

Particulars of the Company's subsidiaries are set out in Note 35 to the consolidated financial statements.

AUDIT AND RISK MANAGEMENT COMMITTEE

The Company established the Audit and Risk Management Committee with written terms of reference in compliance with the CG Code. The Audit and Risk Management Committee comprises three members, namely Mr. LAM Siu Wing (appointed since 4 June 2025), Mr. WONG Man Chung Francis (resigned on 4 June 2025), Mr. ZHANG Lihong and Mr. CAO Zhiguang. Mr. LAM is the chairman of the Audit and Risk Management Committee. The Audit and Risk Management Committee has reviewed the Group's 2025 annual results announcement, this annual report and the audited financial statements for the year ended 31 December 2025 prepared in accordance with the IFRS.

RESERVES

Details of movements in the reserves of the Group during the year ended 31 December 2025 are set out in the Consolidated Statement of Changes in Equity.

Report of the Directors

DISTRIBUTABLE RESERVES

As at 31 December 2025, the amount of reserves available for distribution of the Company was approximately RMB1,942.79 million (2024: RMB2,017.7 million).

DONATIONS

During the year ended 31 December 2025, the Company and its subsidiaries made charitable donations of approximately RMB1,400 (2024: RMB5,000).

BORROWINGS

During the Reporting Period, short-term borrowings comprised of bank borrowings and other loans, with balance of approximately RMB45.6 million and approximately RMB33.9 million respectively. Borrowings decreased by 25.8% from approximately RMB107.1 million as at 31 December 2024 to approximately RMB79.5 million as of 31 December 2025, primarily due to (i) a reduction of approximately RMB59.1 million in other loans, which were the secured borrowings associated with factoring arrangements of trade receivables and FVOCI with Qijia Jumei (Suzhou) Refined Construction Technology Co., Ltd., (ii) an increase of RMB11.5 million in other loans obtained by the Qijia Jumei (Suzhou) Refined Construction Technology Co., Ltd. from non-bank financial institutions, secured by pledges of contract assets, and (iii) an increase of approximately RMB22.3 million in bank loans borrowed by Shanghai Qiyi Information Technology Co., Ltd..

As at 31 December 2025, we had total bank borrowings principal of RMB45.6 million and the interest rate of the borrowings was from 2.3% to 3.1% per annum. Among them, (i) approximately RMB40.0 million was guaranteed by Shanghai Qiyi Information Technology Co., Ltd. (ii) approximately RMB3.0 million was a loan collateralized by the property of Zhang Fan, the wife of Yang Weihang, a non-controlling shareholder of Qijia Jumei (Suzhou) Refined Construction Technology Co., Ltd., and (iii) approximately RMB2.6 million was a loan mortgaged by the property of Qijia Jumei (Suzhou) Refined Construction Technology Co., Ltd..

PLEDGE OF ASSETS

As at 31 December 2025, (i) restricted cash of approximately RMB45.2 million was pledged as security to issue notes payables (2024: nil), and (ii) contract assets of RMB23.9 million were pledged as collaterals for the Group's short-term borrowings in amount of RMB11.5 million (2024: nil).

USE OF PROCEEDS FROM THE IPO

The total net proceeds from the issue of new Shares by the Company in its Listing (after deducting the underwriting fees and related expenses) amounted approximately RMB949.8 million, and the net proceeds had been used up during the previous reporting period. As a result, the balance of unutilized net proceeds was Nil as at 31 December 2025.

MAJOR CUSTOMERS AND SUPPLIERS

For the year ended 31 December 2025, purchases from the Group's five largest suppliers accounted for 30.7% of the Group's total purchases. In addition, purchases from the Group's single largest supplier accounted for 13.7% of the Group's total purchases during the same period.

For the year ended 31 December 2025, the Group's five largest customers accounted for 23.0% of the Group's total revenue. In addition, revenue from the Group's single largest customer accounted for 10.1% of the Group's total revenue during the same period.

During the year ended 31 December 2025, none of the Directors or any of their close associates or any Shareholders (which, to the knowledge of the Directors, own more than 5% of the number of issued shares of the Company) had any interest in the Group's five largest customers and suppliers.

PROPERTY, PLANT AND EQUIPMENT

Details of changes in property, plant and equipment of the Company are set out in note 12(a) to the consolidated financial statements.

Report of the Directors

DIRECTORS

The Directors during the Reporting Period and up to the date of this annual report were:

Executive Directors

Mr. DENG Huajin (*Chairman and Chief Executive Officer*)

Mr. TIAN Yuan

Ms. SUN Jie³

Non-executive Directors

Mr. ZHOU Wei

Mr. ZHAO Guibin

Mr. XIE Tian

Independent Non-executive Directors

Mr. ZHANG Lihong

Mr. CAO Zhiguang

Mr. LAM Siu Wing¹

Mr. WONG Man Chung Francis²

BIOGRAPHICAL DETAILS OF DIRECTORS

The Board comprises nine Directors in total. For details, please refer to the section headed “Board of Directors and Senior Management” above. There are four members of senior management in total, including Mr. DENG Huajin, Mr. TIAN Yuan, Ms. SUN Jie and Mr. QIU Zhenyi.

Information about the details of the Directors and senior management of the Company is set out in the section headed “Board of Directors and Senior Management”.

CONFIRMATION OF INDEPENDENCE OF INDEPENDENT NON-EXECUTIVE DIRECTORS

The Company has received an annual confirmation of independence from each of the independent non-executive Directors pursuant to Rule 3.13 of the Listing Rules, and considers all the independent non-executive Directors to be independent.

Notes:

1. Mr. LAM Siu Wing was appointed as an independent non-executive Director of the Company, the chairman of the Audit and Risk Management Committee and member of the Remuneration Committee on 4 June 2025. He was also appointed as a member of Nomination Committee on 31 March 2026.
2. Mr. WONG Man Chung Francis resigned as an independent non-executive Director of the Company on 4 June 2025.
3. Ms. SUN Jie was appointed as a member of Nomination Committee on 31 March 2026.

SERVICE CONTRACTS OF DIRECTORS

The Company has entered into service contracts with all Directors for a term of three years following each Director’s respective appointment date or until the third annual general meeting of the Company since the Listing Date, whichever ends earlier, or which shall be terminated pursuant to relevant terms of respective contracts or letters of appointment.

None of the Directors has entered into any service contract with the Company or any of its subsidiaries which was not determinable by the Company within one year without payment of compensation (other than statutory compensation).

DIRECTORS’ MATERIAL INTERESTS IN TRANSACTIONS, ARRANGEMENTS AND CONTRACTS OF SIGNIFICANCE

Save for service contracts and the Contractual Arrangements, there were no other transactions, arrangements or contracts of significance in relation to the Group’s business, to which the Company, its holding company, any of its subsidiaries or fellow subsidiaries was a party and in which none of the Directors or its connected entities had a material interest, whether directly or indirectly, as at the end of the year.

MANAGEMENT CONTRACTS

No contracts concerning the management and administration of the whole or any substantial part of the business of the Company were entered into or existed during the Reporting Period.

INTERESTS OF DIRECTORS IN BUSINESSES COMPETING WITH THE COMPANY

The Directors has confirmed that other than business of the Group, none of the Directors holds any interest in business which directly or indirectly competes or is likely to compete with the business of the Group.

Report of the Directors

INTERESTS AND SHORT POSITIONS OF DIRECTORS AND CHIEF EXECUTIVE IN SHARES, UNDERLYING SHARES AND DEBENTURES OF THE COMPANY AND ITS ASSOCIATED CORPORATIONS

As at 31 December 2025, the interests and short positions of the Directors and chief executive of the Company in the Shares, underlying shares or debentures of the Company and any of its associated corporations (within the meaning of Part XV of the SFO), which were required to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including those taken or deemed as their interests and short position in accordance with such provisions of the SFO), or which were required, pursuant to section 352 of the SFO, to be entered in the register kept by the Company referred to therein, or which were required, pursuant to the Model Code, to be notified to the Company and the Stock Exchange were as follows:

(i) Interest in Shares of the Company

Name of Director	Nature of interest	Number of ordinary Shares	Total number of Shares	Approximate percentage of the issued voting Shares of the Company
Mr. Deng ⁽¹⁾	Interest in controlled corporation and interest of spouse	308,377,140	308,377,140	26.93%
Ms. Sun Jie ⁽²⁾	Interest in controlled corporation and interest of spouse	308,377,140	308,377,140	26.93%
Mr. Tian Yuan ⁽³⁾	Interest in controlled corporation	4,578,876	4,578,876	0.40%

Notes:

- (1) Mr. Deng holds 100% equity interests of Qeeka Holding, which in turn directly holds 294,789,530 Shares. Accordingly, Mr. Deng is deemed to be interested in the 294,789,530 Shares held by Qeeka Holding. Mr. Deng is the spouse of Ms. Sun Jie (“**Ms. Sun**”), and is deemed to be interested in the 13,587,610 Shares of Ms. Sun held through Qeeka Sunjie Home Holding Limited (“**Sunjie Home**”), representing approximately 1.19% interest in the Company.
- (2) Ms. Sun wholly-owns Qeeka Sunjie Home Holding Limited and is deemed to be interested in the 13,587,610 shares in the Company held by Qeeka Sunjie Home Holding Limited under the SFO. In addition, Ms. Sun is the spouse of Mr. Deng and is therefore deemed to be interested in the 294,789,530 shares in the Company of Mr. Deng held through Qeeka Holding.
- (3) Mr. Tian Yuan holds 100% equity interests of Qeeka Tianyuan Home Holding Limited (“**Tianyuan Home**”), which in turn directly holds 4,578,876 Shares. Accordingly, Mr. Tian Yuan is deemed to be interested in the 4,578,876 Shares held by Tianyuan Home.

Save as disclosed above, as of 31 December 2025, none of the Directors and chief executives of the Company has any interest or short position in the Shares, underlying Shares or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO) as recorded in the register required to be kept by the Company pursuant to Section 352 of the SFO, or as otherwise notified to the Company and the Stock Exchange pursuant to Model Code.

Report of the Directors

(ii) Interest in associated corporations

Save as disclosed above, so far as the Directors are aware, as at 31 December 2025, none of the Directors or chief executive of the Company and their respective associates had any interest or short positions in the shares, underlying shares and debentures of the Company or its associated corporations (within the meaning of Part XV of the SFO) (i) which will be required, pursuant to Section 352 of the SFO, to be recorded in the register kept by the Company, or (ii) which will be required to be notified to the Company and the Stock Exchange pursuant to the Model Code.

INTERESTS OF SUBSTANTIAL SHAREHOLDERS

So far as the Directors are aware, as at 31 December 2025, the following persons had interest or short positions in the shares of the Company which would be required to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO or which will be required, pursuant to Section 336 of the SFO, to be recorded in the register kept by the Company:

Name of Shareholders	Nature of interest	Number of shares ⁽¹⁾	Approximate percentage of shareholding in the Company
Mr. Deng ⁽²⁾	Interest in a controlled corporation and interest of spouse	308,377,140 (L)	26.93%
Ms. Sun ⁽³⁾	Interest in a controlled corporation and interest of spouse	308,377,140 (L)	26.93%
Qeeka Holding ⁽²⁾	Beneficial owner	294,789,530 (L)	25.75%
Suzhou Oriza Holdings Co., Ltd. ⁽⁴⁾	Interest in a controlled corporation	129,434,080 (L)	11.3%
Suzhou Industrial Park Economic Development Co., Ltd. ⁽⁴⁾	Interest in a controlled corporation	129,434,080 (L)	11.3%
Suzhou Industrial Park Administrative Committee ⁽⁴⁾⁽⁷⁾	Interest in a controlled corporation	129,434,080 (L)	11.3%
Baidu HK ⁽⁵⁾	Beneficial owner	124,981,861 (L)	10.92%
Baidu Holdings Limited ⁽⁵⁾	Interest in a controlled corporation	124,981,861 (L)	10.92%
Baidu, Inc. ⁽⁵⁾	Interest in a controlled corporation	124,981,861 (L)	10.92%
Teng Yue Partners GP, LLC ⁽⁶⁾	Interest in a controlled corporation	105,186,500 (L)	9.19%
Teng Yue Partners Holdings GP, LLC ⁽⁶⁾	Interest in a controlled corporation	105,186,500 (L)	9.19%
Teng Yue Partners Holdings, LLC ⁽⁶⁾	Interest in a controlled corporation	105,186,500 (L)	9.19%
Teng Yue Partners Master Fund, L.P. ⁽⁶⁾	Beneficial owner	105,186,500 (L)	9.19%
Teng Yue Partners, L.P. ⁽⁶⁾	Investment manager	105,186,500 (L)	9.19%
Mr. Li Tao ⁽⁶⁾	Interest in a controlled corporation	105,186,500 (L)	9.19%
Hua Yuan International ⁽⁴⁾	Beneficial owner	101,912,750 (L)	8.90%
China-Singapore Suzhou Industrial Park Ventures Co., Ltd. ⁽⁴⁾	Interest in a controlled corporation	101,912,750 (L)	8.90%

Notes:

(1) The letter "L" denotes the person's long position in the Shares.

(2) Qeeka Holding is wholly-owned by Mr. Deng, therefore Mr. Deng is deemed to be interested in the 294,789,530 Shares held by Qeeka Holding under the SFO. In addition, Mr. Deng is the spouse of Ms. Sun and therefore is deemed to be interested in the 13,587,610 Shares which Ms. Sun is interested in under the SFO.

(3) Qeeka Sunjie Home Holding Limited is wholly-owned by Ms. Sun, therefore Ms. Sun is deemed to be interested in the 13,587,610 Shares held by Sunjie Home under the SFO. In addition, Ms. Sun is the spouse of Mr. Deng and is therefore deemed to be interested in the 294,789,530 Shares which are interested by Mr. Deng under the SFO.

Report of the Directors

- (4) Hua Yuan International Limited is wholly-owned by China – Singapore Suzhou Industrial Park Ventures Co., Ltd., which is wholly-owned by Suzhou Oriza Holdings Co., Ltd., which is owned as to 60% by Suzhou Industrial Park Economic Development Co., Ltd., as to 20% by Suzhou Industrial Park State-owned Assets Holding Development Co., Ltd. and as to 20% by Jiangsu Guoxin Investment Group Limited. Suzhou Industrial Park Economic Development Co., Ltd. is majority-owned by Suzhou Industrial Park Administrative Committee. Under the SFO, China-Singapore Suzhou Industrial Park Ventures Co., Ltd., Suzhou Oriza Holdings Co., Ltd., Suzhou Industrial Park Economic Development Co., Ltd. and Suzhou Industrial Park Administrative Committee are deemed to be interested in the 101,912,750 Shares held by Hua Yuan International Limited.

SIP Oriza Qijia PE Enterprise (Limited Partnership) beneficially owns 27,521,330 Shares in the Company. The general partner of SIP Oriza Qijia PE Enterprise (Limited Partnership) is SIP Oriza PE Fund Management Co., Ltd., which is owned as to 49% by Suzhou Oriza Holdings Co., Ltd.. Under the SFO, Suzhou Oriza Holdings Co., Ltd., Suzhou Industrial Park Economic Development Co., Ltd. and Suzhou Industrial Park Administrative Committee are deemed to be interested in the Shares 27,521,330 Shares held by SIP Oriza Qijia PE Enterprise (Limited Partnership).

- (5) Baidu (Hong Kong) Limited is an investment holding company wholly-owned by Baidu Holdings Limited, which is wholly-owned by Baidu, Inc., a company listed on the Nasdaq Stock Market and Hong Kong Stock Market (NASDAQ: BIDU; HKEX: 9888). Under the SFO, Baidu, Inc. and Baidu Holdings Limited are deemed to be interested in the Shares held by Baidu (Hong Kong) Limited.
- (6) Teng Yue Partners Master Fund, L.P., holds 105,186,500 Shares, which is wholly owned by Teng Yue Partners GP, LLC. Teng Yue Partners GP, LLC. is wholly owned by Teng Yue Partners Holdings GP, LLC, a company which is owned as to 99% by Mr. Li Tao. Teng Yue Partners, L.P. is controlled by Teng Yue Partners Holdings, LLC, a company which is owned as to 99% by Mr. Li Tao. Accordingly, based on the above disclosure, Teng Yue Partners Master Fund, L.P., Teng Yue Partners GP, LLC, Teng Yue Partners Holdings GP, LLC, Teng Yue Partners Holdings, LLC, Teng Yue Partners, L.P. and Mr. Li Tao are deemed to be interested in the Shares held by Teng Yue Partners Master Fund, L.P.
- (7) Suzhou Industrial Park Administrative Committee: formerly named “Suzhou Industrial Zone Management Committee”.

DEBENTURE ISSUED

The Company has not issued any debentures during the year ended 31 December 2025.

DIRECTORS’ RIGHTS TO ACQUIRE SHARES OR DEBENTURES

Save as otherwise disclosed in this annual report, no rights to acquire benefits by means of the acquisition of shares in or debentures of the Company were granted to any Directors or their respective spouse or children under 18 years of age, or were any such rights exercised by them; or was the Company and any of its subsidiaries a party to any arrangement to enable the Directors or their respective spouse or children under 18 years of age, to acquire such rights in any other body corporate for the Reporting Period.

EQUITY-LINKED AGREEMENT

Save as disclosed in this annual report, the Company did not enter into any equity-linked agreement during the year ended 31 December 2025.

PERMITTED INDEMNITY PROVISION

Pursuant to the Memorandum and Articles of Association and subject to the applicable laws and regulations, every Director shall be indemnified and secured harmless out of the assets and profits of the Company against all actions, costs, charges, losses, damages and expenses which they or any of them may incur or sustain in or about the execution of their duty in their offices. Such permitted indemnity provision has been in force during the Reporting Period.

The Company has maintained appropriate liability insurance for its Directors and senior management. The permitted indemnity provisions are set out in such liability insurance.

Report of the Directors

LOAN AGREEMENTS OR FINANCIAL ASSISTANCE OF THE COMPANY

During the Reporting Period, the Company promised to provide guarantee of financial support for the continuing operations of its affiliated company, Qijia Jumei (Suzhou) Refined Construction Technology Co., Ltd. so as to enable it to meet its liabilities as they fall due and carry on its business without a significant curtailment of operations. Apart from that, the company did not provide any financial assistance or guarantee to its affiliated companies during the Reporting Period, which gives rise to a disclosure under Rule 13.16 of the Listing Rules. The Company did not enter into any loan agreement with covenants relating to specific performance of its controlling Shareholder nor breach the terms of any loan agreements during the Reporting Period.

PRE-IPO SHARE OPTION SCHEME

A Pre-IPO Share Option Scheme (the “**Scheme**”) was approved and adopted by the Company in 2011 which was formalised in 2018. The purposes of the Scheme are to reward the participants defined thereunder for their past contribution to the success of the Group and to provide incentives to them to further contribute to the Group.

The principal terms of the Scheme are summarised in the section headed “Statutory and General Information – 11. Pre – IPO Share Option Scheme” in Appendix IV to the Company’s Prospectus dated 21 June 2018. The terms of the Scheme are not subject to the provisions of Chapter 17 of the Listing Rules as this Scheme will not involve the grant of options by the Company to subscribe for Shares subsequent to the Listing of the Company.

The price per Share at which a Grantee may subscribe for Shares on the exercise of an option shall be determined by the Board from time to time and shall be set out in an offer letter (the “**Offer Letter**”).

As at 31 December 2025, no outstanding options were exercisable and no further options shall be granted under the Scheme.

2021 RSU SCHEME

Restricted Share Unit Scheme

The post-IPO Restricted Share Unit Scheme (the “**2021 RSU Scheme**”) was approved and adopted by the Board on 15 January 2021 (the “**Adoption Date**”). The RSU Scheme does not constitute a share option scheme pursuant to Chapter 17 of the Listing Rules and is a discretionary scheme of the Company. The purposes of the 2021 RSU Scheme are to attract, and retain and incentivize the best personnel and senior management of the Group, and to promote the value of the Company by offering these individuals an opportunity to acquire Shares and a proprietary interest in the success of the Company, thereby linking their interests with the Company’s performance.

Persons eligible to receive RSUs under the 2021 RSU Scheme are existing employees, directors or officers of the Company (the “**RSU Eligible Persons**”). Our Board selects the RSU Eligible Persons to receive RSUs under the 2021 RSU Scheme at its discretion. There is no maximum entitlement for each RSU Eligible Person under the rules of the 2021 RSU Scheme.

Report of the Directors

Subject to any termination as may be determined by the Board pursuant to the terms of the rules of the 2021 RSU Scheme (the “**Rules**”), the 2021 RSU Scheme shall be valid and effective for a period of ten (10) years commencing on the Adoption Date. As at 31 December 2025, the remaining life the 2021 RSU Scheme is approximately five (5) years.

No Shares shall be subscribed for and/or purchased pursuant to the 2021 RSU Scheme, nor any amounts paid to the Trustee for the purpose of making such a subscription and/or purchase, if as a result of such subscription and/or purchase, the number of Shares administered under the 2021 RSU Scheme and the Pre-IPO Share Option Scheme shall exceed in total 7.5% of the number of the Company’s shares in issue from time to time (the “**Scheme Limit**”).

As at 1 January 2025 and at 31 December 2025, the maximum number of RSUs available for grant under the 2021 RSU Scheme was both 50,113,070. No service provider sublimit was set under the 2021 RSU Scheme. As at 31 December 2025 and as at the date of the Annual Report, the total number of Shares in respect of which RSUs may be granted under the 2021 RSU Scheme is 50,113,070 Shares, representing approximately 4.4% of the Shares in issue as at that date.

A Selected Participant shall not have any contingent interest in the Shares which are referable to him until such RSUs have been vested as Shares in accordance with the Rules. Tricor Trust (Hong Kong) Limited was appointed as the independent trustee for the administration of the 2021 RSU Scheme (the “**RSU Trustee**”). The Trustee shall hold the Shares awarded until they are vested to the relevant Selected Participants in accordance with the terms of the RSUs.

The vesting criteria of the RSUs is based on the satisfaction of specified criteria relating generally to the Company and the Selected Participant. The Board may from time to time while the 2021 RSU Scheme is in force determine any other vesting criteria or conditions for the RSUs to be vested or credited.

Details of grant of RSUs under the 2021 RSU Scheme

There were no grants of RSUs during the period ended 31 December 2025. As of 31 December 2025, no RSUs remain outstanding pursuant to the 2021 RSU Scheme. Details of movements in the RSUs previously granted during the period ended 31 December 2025 were as follows:

Grantee ^(note 1)	Date of grant	Balance as at 01/01/2025	Granted during the period ended 31 December 2025	Vested during the period ended 31 December 2025	Weighted average closing price immediately before the dates on which RSUs were vested HK\$	Cancelled during the Reporting Period	Lapsed during the Reporting Period	Balance as at 31/12/2025
Other employee participants	19/03/2021	1,519,375	-	51,503	-	1,467,872	-	-
Total		1,519,375	-	51,503	-	1,467,872	-	-

Note:

- (1) None of the directors nor five highest paid individuals have any outstanding RSUs as of 31/12/2024 and during the period ended 31 December 2025.

Report of the Directors

Vesting period

RSUs in respect of an aggregate of 28,522,540 Shares and 7,237,221 Shares were granted under the 2021 RSU Scheme on 19 March 2021 and 14 December 2021, respectively. For details, please refer to the announcements issued by the Company dated 22 March 2021 and 14 December 2021, respectively.

Vesting period for the 28,522,540 RSUs granted on 19 March 2021 were as follows:

- a. 4,292,040 RSUs shall vest on 12 August 2021;
- b. 3,435,125 RSUs shall vest on 31 March 2022;
- c. 1,350,000 RSUs shall vest on 1 June 2022;
- d. 3,473,625 RSUs shall vest on 31 March 2023;
- e. 1,575,000 RSUs shall vest on 1 June 2023;
- f. 3,417,625 RSUs shall vest on 31 March 2024;
- g. 1,800,000 RSUs shall vest on 1 June 2024;
- h. 3,354,125 RSUs shall vest on 31 March 2025;
- i. 1,800,000 RSUs shall vest on 1 June 2025; and
- j. 4,025,000 RSUs shall vest on 1 June 2026.

Vesting period for the 7,237,221 RSUs granted on 14 December 2021 were one month following the date of grant, which was 14 January 2022.

Consideration payable on acceptance and exercise of the RSUs

There were no consideration payable on acceptance of RSUs granted.

Apart from the 11,000,000 RSUs granted to one grantee which was exercisable at HK\$1.00 per Share, other grantees of the RSUs were not required to pay for the exercise of the RSUs. The Board determined the exercise price of these RSUs awarded to this grantee based on the market price of the Shares of the Company with a discount to attract and incentivize the grantee. All the outstanding RSUs of this grantee have lapsed during the year ended 31 December 2022.

SUFFICIENCY OF PUBLIC FLOAT

Based on the information that is publicly available to the Company and to the knowledge of the Directors, the Company has maintained a public float of no less than 25% of the issued shares as at the date of this annual report, which was in line with the requirement under the Listing Rules.

PURCHASE, SALE OR REDEMPTION OF THE COMPANY'S LISTED SECURITIES

During the Reporting Period, the Company had not repurchased Shares on the Stock Exchange.

Save as disclosed above, neither the Company nor any of its subsidiaries has purchased, sold or redeemed any of the listed securities (including sale of treasury shares (as defined under the Listing Rules)) during the Reporting Period and up to the date of this annual report.

As of 31 December 2025, there were no treasury shares (as defined under the Listing Rules) held by the Company.

Report of the Directors

PRE-EMPTIVE RIGHTS

There is no provision for pre-emptive rights under the Memorandum and Articles of Association or the laws of the Cayman Islands that would oblige the Company to offer new shares on a pro rata basis to existing Shareholders.

TAX RELIEF AND EXEMPTION

The Directors are not aware of any tax relief and exemption available to Shareholders by reason of their holding of the Company's listed securities.

EMPLOYEES, REMUNERATION AND PENSION SCHEME

For the whole year of 2025, the Group had 725 full – time employees¹ (2024: 822) in China. The Group remunerates the employees based on their performance, work experience and market rates. In addition, performance bonus is granted on a discretionary basis. Other employees benefits include provision fund, insurance and medical coverage. The Company has adopted the Pre-IPO Share Option Scheme, see the section headed “Pre-IPO Share Option Scheme” for details.

Pursuant to the 2021 RSU Scheme which was adopted on 15 January 2021 and the grant of RSUs as disclosed in the announcement dated 22 March 2021, Tricor Trust (Hong Kong) Limited was appointed as the RSU Trustee. Until the year ended 31 December 2025, the RSU Trustee purchased an aggregate of 31,642,000 shares at a total cash consideration of approximately HK\$63.2 million on – market to hold on trust for the benefit of the participants of the 2021 RSU Scheme. No shares have been purchased by the RSU Trustee during the Reporting Period. As of 31 December 2025, none of the RSUs granted by the Company under the 2021 RSU Scheme remained outstanding. Further details of the 2021 RSU Scheme, together with, among others, the RSUs granted under the 2021 RSU Scheme, are set out in the section headed “2021 RSU SCHEME” above.

Note:

1. The number of employees is based on the average number for the whole year of 2025.

Remuneration of the Directors is determined based on their roles and duties and with reference to the Company's remuneration policy and the prevailing market conditions. Details of remuneration of Directors and the five highest paid individuals of the Company for the year ended 31 December 2025 are set out in Note 34 to the consolidated financial statements.

The Company participates in the national pension plans as defined by the laws of the PRC in which it has operations. Subsidiaries within the Group which are established and operate in China are required to provide certain staff pension benefits to their employees under existing regulations of the PRC (the “**PRC Pension Plan**”), whereby the Company is required to make contributions to the PRC Pension Plan based on certain percentages of the eligible employees' salaries. The Company's contributions to the PRC Pension Plan are vested fully with the employees upon the contributions are made and hence no forfeited contributions arise when the employees leave the respective plan. Accordingly, no forfeited contribution was utilised during the year ended 31 December 2025, and as at 31 December 2025, there was no forfeited contribution available which may be used to reduce the Group's existing level of contributions to the retirement benefit plans (2024: nil).

CONTINGENT LIABILITIES

As at 31 December 2025, the Group has been involved in a litigation concerning settlement dispute with a supplier with the claim amount of RMB5,657,000. The Group is unable to reasonably estimate the contingent liabilities that may arise. As at 31 December 2024, the Group did not have any material contingent liabilities.

The Company did not have any other significant contingent liabilities.

DIRECTORS' INTEREST IN COMPETING BUSINESS

None of the Directors and their respective associates had an interest in any business which competes or may compete with the business in which the Group is engaged during the year.

Report of the Directors

COMPARATIVE FIGURES

Certain comparative figures have been restated to conform to the current period's presentation. The new classification of the accounting items are considered to provide a more appropriate presentation of the state of affairs of the Group and provide more relevant information to reflect the Group's nature of assets, liabilities, income and expenses.

COMPLIANCE WITH THE CORPORATE GOVERNANCE CODE

The Company is committed to maintaining and promoting stringent corporate governance. The principle of the Company's corporate governance is to promote effective internal control measures, uphold a high standard of ethics, transparency, responsibility and integrity in all aspects of business, to ensure that its business and operations are conducted in accordance with applicable laws and regulations and to enhance the transparency and accountability of the Board to all Shareholders.

The Company has adopted the principles and code provisions of the CG Code as set out in Appendix C1 to the Listing Rules as the basis of the Company's corporate governance practices during the Reporting Period.

Save for code provision C.2.1 of part 2 of the CG Code, the Company has complied with all the code provisions as set out in the CG Code during the Reporting Period.

Pursuant to code provision C.2.1 of part 2 of the CG Code, companies listed on the Stock Exchange are expected to comply with, but may choose to deviate from the requirement that the responsibilities between the chairman and the chief executive officer should be segregated and should not be performed by the same individual. The Company does not have separate chairman and chief executive officer and Mr. Deng currently performs these two roles. The Board believes that vesting the roles of both chairman and chief executive officer by the same person has the benefit of ensuring consistent leadership within the Company and enables more effective and efficient overall strategic planning for the Company. The Board considers that the balance of power and authority for the present arrangement will not be impaired and this structure will enable the Company to make and implement decisions promptly and effectively. The Board will continue to review and consider segregating the roles of chairman of the Board and the chief executive officer of the Company at an appropriate time by taking into account the circumstances of the Company as a whole.

COMPLIANCE WITH THE MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS

The Company has adopted the Model Code as set out in Appendix C3 to the Listing Rules as its code of conduct regarding dealings in the securities of the Company since the Listing Date. Having made specific enquiry of all the Directors of the Company, all the Directors confirmed that they have strictly complied with the required standards set out in the Model Code during the Reporting Period.

The Board has also adopted the Model Code to regulate all dealings by relevant employees who are likely to be in possession of unpublished inside information of the Company in respect of securities in the Company as referred to in code provision C.1.3 of Part 2 of the CG Code. No incident of non-compliance with the Model Code by the Company's relevant employees has been noted during the Reporting Period after making reasonable enquiry.

AUDITORS

PwC resigned as the auditor of the Company with effect from 5 December 2025 and BDO was appointed as the auditor of the Company with effect from 5 December 2025 to till the casual vacancy following the resignation of PwC. Please refer to the announcement of the Company dated 5 December 2025 and the independent auditor's report and the consolidated financial statements of the Company as included in this annual report.

Save as disclosed above, the Directors consider that no other matters that needs the attention of the Shareholders and creditor of the Company taken as a whole.

The consolidated financial statements have been audited by BDO who will retire at the conclusion of the forthcoming AGM.

The Company will propose a resolution to re-appoint BDO as the Company's auditor at the forthcoming AGM.

Report of the Directors

CONTINUING CONNECTED TRANSACTIONS

Connected Person

Mr. Deng is the chairman, chief executive officer, executive Director and a substantial shareholder of the Company and is therefore a connected person of the Company under the Listing Rules.

CONNECTED TRANSACTION

During the year ended 31 December 2025, save as disclosed in this annual report, no related party transaction disclosed in Note 31 to the consolidated financial statements falls under the definition of “connected transaction” or “continuing connected transaction” in Chapter 14A of the Listing Rules for which disclosure is required.

Continuing Connected Transactions

The Company’s auditor was engaged to report on the Group’s continuing connected transactions with regard to the agreements in accordance with Hong Kong Standard on Assurance Engagements 3000 (Revised) “Assurance Engagements Other Than Audits or Reviews of Historical Financial Information” and with reference to Practice Note 740 “Auditor’s Letter on Continuing Connected Transactions under the Hong Kong Listing Rules” issued by the Hong Kong Institute of Certified Public Accountants. The auditor of the Company has issued an unqualified letter containing its findings and conclusions in respect of the continuing connected transactions disclosed by the Group in accordance with Listing Rule 14A.56.

Non-Exempt Continuing Connected Transactions – Contractual Arrangements

As disclosed in the Prospectus, the following transactions of the Group constituted continuing connected transactions for the Company during the Reporting Period. For further details, please refer to the section headed “Connected Transactions – Non-exempt Continuing Connected Transactions” of the Prospectus.

As disclosed in the section headed “Contractual Arrangements” of the Prospectus due to regulatory restrictions on foreign ownership in the PRC, we conduct a substantial portion of our business through Shanghai Qijia, a consolidated affiliated entity of the Company, in China. Shanghai Qijia is currently held by Mr. Deng as to 58.0%, Shanghai Qixin and Shanghai Qisong as to 6.0% and 5.5% respectively, and the onshore affiliates of the Series A Investors in aggregate as to 30.5%.

We do not hold any equity interests in Shanghai Qijia. Rather, through the Contractual Arrangements, we effectively control Shanghai Qijia and its subsidiary, Shanghai Qiyi, and are able to derive all of their economic benefits, and expect to continue to do so. The aggregate revenue and net assets value of the Shanghai Qijia and its subsidiary, Shanghai Qiyi that are subject to the Contractual Arrangements amounted to approximately RMB261.0 million for the year ended 31 December 2025 and approximately RMB310.1 million as at 31 December 2025 respectively.

To comply with PRC laws and regulations, the Group conduct substantially all of the online interior design and construction platform business and provision of internet information services in China through of the Contractual Arrangements, which enable the Group to (i) have the power to direct the activities that most significantly affect the economic performance of the PRC Operating Entities; (ii) receive substantially all of the economic benefits from the PRC Operating Entities in consideration for the services provided by the Shanghai Qijia; (iii) have an exclusive option to purchase all or part of the equity interests in the PRC Operating Entities when and to the extent permitted by PRC law, or request any Registered Shareholder to transfer all or part of the equity interest in the PRC Operating Entities to another PRC person or entity designated by the Group at any time at its discretion; and (iv) have the pledged equity interests in Shanghai Qijia to ensure the performance of the above items.

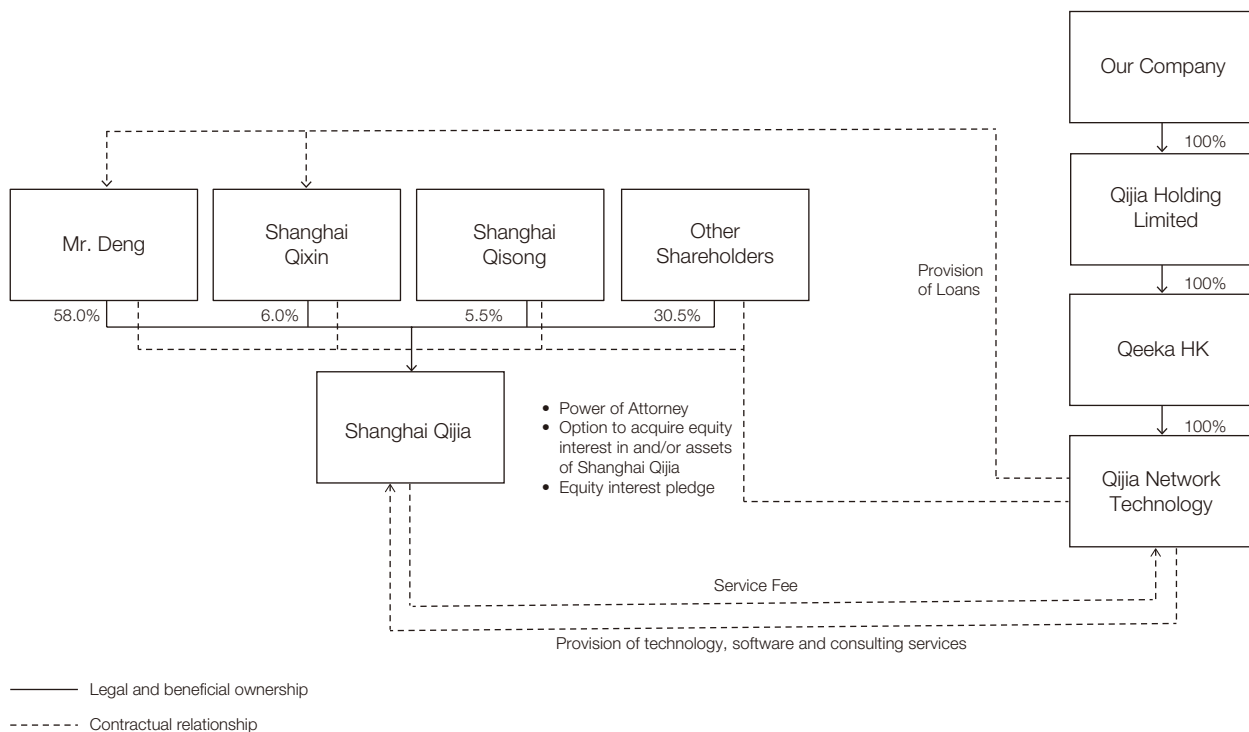
Report of the Directors

On 27 December 2019, pursuant to an equity transfer agreement entered into between Suzhou Kunrong Venture Capital Co., Ltd. (“**Suzhou Kunrong**”) and Suzhou Dingrong Investment Management Co., Ltd. (“**Suzhou Dingrong**”), Suzhou Kunrong transferred its 0.88% equity interest in Shanghai Qijia to Suzhou Dingrong. Pursuant to a succession agreement entered into on the same day amongst Shanghai Qijia, Qijia Network Technology, Suzhou Kunrong, Suzhou Dingrong, Mr. Deng, Shanghai Qisong Investment Management Co., Ltd., Shanghai Qixin Venture Capital Center (Limited Partnership), Cowin Venture Capital Co., Ltd., Horgo Kaifeng Jinqu Venture Capital Co., Ltd. (previously named as Suzhou Kaifeng Jinqu Venture Capital Co., Ltd.), GF Xinde Investment Management Co., Ltd. (“**GF Xinde**”) and Beijing Baidu Netcom Science Technology Co., Ltd., Suzhou Dingrong assumed all the rights and obligations of Suzhou Kunrong under the Contractual Arrangements while Suzhou Kunrong remained jointly liable for such obligations arising from the Contractual Arrangements. Suzhou Kunrong is an indirect wholly-owned subsidiary of Suzhou Dingrong, and therefore the Directors (including the independent non-executive Directors) are of the view that the transfer of equity between Suzhou Kunrong and Suzhou Dingrong does not constitute any material change to the Contractual Arrangements.

On 30 August 2021, pursuant to an equity transfer agreement entered into between GF Xinde and Mr. Deng, GF Xinde transferred its 3.51% equity interest in Shanghai Qijia to Mr. Deng. Pursuant to a succession agreement (the “**Succession Agreement**”) entered into on the same day amongst Shanghai Qijia, Qijia Network Technology and each of the shareholders of Shanghai Qijia, namely Mr. Deng, Shanghai Qixin Venture Capital Center (Limited Partnership), Shanghai Qisong Investment Management Co., Ltd., Beijing Baidu Netcom Science Technology Co., Ltd., Cowin Venture Capital Co., Ltd., Tibet Cowin Jinqu Venture Capital Co., Ltd. (previously named as Horgo Kaifeng Jinqu Venture Capital Co., Ltd.), Suzhou Dingrong Investment Co., Ltd. and GF Xinde, Mr. Deng assumed all the rights and obligations of GF Xinde under the Contractual Arrangements. As Mr. Deng, an existing controlling shareholder of Shanghai Qijia, has assumed all the rights and obligations of GF Xinde pursuant to the Succession Agreement and the rights and obligations of all shareholders of Shanghai Qijia remain unchanged, the Directors (including the independent non-executive Directors) are of the view that the transfer of equity between GF Xinde and Mr. Deng does not constitute any material change to the Contractual Arrangements. GF Xinde has completed release of the equity pledge, and Mr. Deng has completed registration of the new part of the equity pledge in 2022.

Report of the Directors

The following simplified diagram illustrates the flow of economic benefits from the PRC Operating Entities to the Group stipulated under the Contractual Arrangements:



A brief description of each of the specific agreements comprising the Contractual Arrangements is set out as follows:

Exclusive Technological Services Agreement

Pursuant to the exclusive technological services agreement dated 26 February 2018 between Shanghai Qijia and Qijia Network Technology (the “**Exclusive Technological Services Agreement**”), Shanghai Qijia agreed to engage Qijia Network Technology as its exclusive provider of technical support, consulting services and software services in exchange for service fees.

Under the Exclusive Technological Services Agreement, the service fee shall consist of (a) an amount to be determined by Qijia Network Technology and Shanghai Qijia in writing through negotiation, considering factors such as: (i) the complexity of the services; (ii) the seniority of and the time spent by employees of Qijia Network Technology on providing the services; (iii) the content and value of the services; (iv) the market price of similar types of services; (v) the operating conditions of Shanghai Qijia;

and (vi) necessary costs, expenses, taxes and statutory reserves or retaining funds and (b) an amount equivalent to the depreciation costs of the equipments actually used by Shanghai Qijia to be calculated based on the value of the equipments and the depreciable life.

The Exclusive Technological Services Agreement shall remain effective unless terminated (a) in writing by Qijia Network Technology; or (b) in the event that the entire equity interests held by the Relevant Shareholders in Shanghai Qijia or the entire assets of Shanghai Qijia have been transferred to Qijia Network Technology or its appointee(s) pursuant to the Exclusive Option Agreement.

Exclusive Option Agreement

Shanghai Qijia and each of the Relevant Shareholders entered into an exclusive option agreement with Qijia Network Technology on 26 February 2018 (the “**Exclusive Option Agreement**”), pursuant to which the Relevant Shareholders granted Qijia Network Technology an irrevocable and exclusive right to purchase, or designate one or more persons or entities (each, a “**designee**”)

Report of the Directors

to purchase the equity interests in Shanghai Qijia (the “**Optioned Interest**”) then held by the Relevant Shareholders once or at multiple times at any time in part or in whole at Qijia Network Technology’s sole and absolute discretion to the extent permitted under the applicable PRC laws. Where Qijia Network Technology chooses to purchase the Optioned Interest, the Relevant Shareholders shall cause Shanghai Qijia to promptly convene a shareholders’ meeting, at which a resolution shall be adopted approving the Relevant Shareholder’s transfer of the Optioned Interests to Qijia Network Technology and/or its designee.

The purchase price to be paid by Qijia Network Technology or its designee upon exercise of the option by Qijia Network Technology or its designee in respect to: (i) Mr. Deng’s Optioned Interest is RMB100.5 million or another amount as separately agreed among the Qijia Network Technology and the transferee; (ii) Shanghai Qixin’s Optioned Interest is RMB16.88 million or another amount as separately agreed among Qijia Network Technology and the transferee; and (iii) all other Optioned Interests held by the Relevant Shareholders except Mr. Deng and Shanghai Qixin, is the minimum price permitted under applicable PRC laws. If Qijia Network Technology or its designee exercises the option to purchase part of the Optioned Interests held by the respective shareholders in Shanghai Qijia, then the purchase price shall be calculated on a pro rata basis. Shanghai Qijia shall use its best endeavors to obtain any required authorization from governmental authorities or any Independent Third Party and complete any required registration or filings under PRC laws at the time Qijia Network Technology or its designee, exercises its equity purchase option. Subject to applicable PRC laws, the Relevant Shareholders have undertaken to return all purchase price received from Qijia Network Technology or its designee, upon Qijia Network Technology’s request within 10 days after the Relevant Shareholders receives the purchase price; provided that the purchase price received by Mr. Deng and Shanghai Qixin, that is, RMB100.5 million and RMB16.88 million, respectively, shall be used to offset their respective loans due to Qijia Network Technology under the Loan Agreements.

Equity Pledge Agreements

Qijia Network Technology and each of the Relevant Shareholders entered into equity pledge agreements on 26 February 2018 (the “**Equity Interest Pledge Agreements**”). Under the Equity Interest Pledge Agreements, the Relevant Shareholders agreed to pledge all their respective equity interests in Shanghai Qijia that they own, including any interest or dividend paid for the shares, to Qijia Network Technology as a security interest to guarantee the performance of contractual obligations and the payment of outstanding debts of Shanghai Qijia and the Relevant Shareholders under the Exclusive Technological Services Agreement, the Exclusive Option Agreement, the Powers of Attorney, and the Loan Agreements (as applicable).

The pledge in respect of Shanghai Qijia takes effect upon the completion of registration with the relevant administration for industry and commerce and shall remain valid until after all the contractual obligations of the Relevant Shareholders and Shanghai Qijia under the relevant Contractual Arrangements have been fully performed and all the outstanding debts of the Relevant Shareholders and the Consolidated Affiliated Entity under the relevant Contractual Arrangements have been fully paid.

Powers of Attorney

Shanghai Qijia, each of the Relevant Shareholders and Qijia Network Technology entered into a power of attorney on 26 February 2018 (the “**Powers of Attorney**”). Under the Powers of Attorney, each of the Relevant Shareholders irrevocably appointed Qijia Network Technology (as well as its successors, including a liquidator, if any, replacing Qijia Network Technology) or its designee(s) (including its directors) as its sole exclusive agent to exercise on its behalf, certain powers, including without limitation: (i) exercise all shareholder’s rights and shareholder’s voting rights in accordance with law and the constitutional documents of the Consolidated Affiliated Companies, including but not limited to the sale, transfer, pledge or disposal of any or all of the shares in Shanghai Qijia, (ii) to attend shareholders’ meetings of Shanghai Qijia and to execute any and all written resolutions and meeting minutes in the name and on behalf of such shareholder, and (iii) to file documents with the relevant companies registry.

Report of the Directors

Loans Agreement

As part of our Contractual Arrangement, in February 2018, Mr. Deng entered into a loan agreement with Qijia Network Technology, pursuant to which Qijia Network Technology agreed to lend him RMB100.5 million for purposes of enabling the settlement of CDH Arrangement. For details on the CDH Arrangement, see “History and Corporate Structure – Pre-IPO Investments – 1. Overview.” of Prospectus.

In addition, around the same time, Shanghai Qixin entered into a loan agreement with Qijia Network Technology pursuant to which Qijia Network Technology agreed to lend Shanghai Qixin RMB16.88 million for purposes of settling the loan lent to Shanghai Qixin by Shanghai Qijia (such loans collectively, the “**Loan Agreements**”).

To secure the performance of all the obligations of Mr. Deng and Shanghai Qixin under the Loan Agreements, respectively, Mr. Deng and Shanghai Qixin have each entered into an Equity Pledge Agreement with Qijia Network Technology, whereby, among other things, Mr. Deng and Shanghai Qixin have pledged all his/its equity interests in Shanghai Qijia to Qijia Network Technology.

Each loan will become due and payable upon Qijia Network Technology’s demand under any of the following circumstances: (i) Mr. Deng resigns or is being removed from the various positions held by him with the Group, (ii) the death or incapacity of Mr. Deng, (iii) Mr. Deng being engaged or involved in criminal activities, (iv) Mr. Deng becoming insolvent or incurring any other significant personal debt which may affect his ability to repay the loan, or (v) Qijia Network Technology or its Designee exercising its option to purchase all or part of the equity interests in Shanghai Qijia held by Mr. Deng or Shanghai Qixin, respectively, to the extent permitted by PRC laws and regulations as soon as the PRC foreign ownership restrictions applicable to the Group’s value-added telecommunications business have been lifted, in which case the exercise price shall be settled against any portion of the loan repayable and Qijia Network Technology is not require to remit any fund for such exercise.

Reasons for adopting the Contractual Arrangements

From the perspective of operating the Group’s existing business in a manner that is in compliance with applicable PRC laws and regulations, given the current policy of the relevant PRC government authorities and as advised by PRC legal advisors, the Company is currently unable to hold a shareholding interest in the PRC Operating Entities, which hold the license and permit required for the provision of internet information services through website and mobile based-apps. In order for the Company, as a foreign investor under the current regulatory regime, to maintain its business operations while complying with the PRC laws and regulations, Shanghai Qijia, and the Registered Shareholders entered into the Contractual Arrangements. For details of the foreign investment restrictions relating to the Contractual Arrangements, please refer to the sections headed “Contractual Arrangements – PRC Laws and Regulations relating to Foreign Ownership Restrictions” and “Contractual Arrangements – Development in the PRC Legislation on Foreign Investment” of the Prospectus.

The Directors (including the independent non-executive Directors) are of the view that the Contractual Arrangements and the transactions contemplated therein are fundamental to the Group’s legal structure and business, that such transactions have been and will be entered into in the ordinary and usual course of business of the Group, are on normal commercial terms and are fair and reasonable and in the interests of the Company and the Shareholders as a whole. Accordingly, notwithstanding that the transactions contemplated under the Contractual Arrangements and any new transactions, contracts and agreements or renewal of existing transactions, contracts and agreements to be entered into, among others, by any of the PRC Operating Entities and any member of the Group (the “**New Intergroup Agreements**” and each of them, a “**New Intergroup Agreement**”) technically constitute continuing connected transactions under Chapter 14A of the Listing Rules, the Directors consider that, given that the Group is placed in a special position in relation to the connected transactions rules under the Contractual Arrangements, it would be unduly burdensome and impracticable, and would add unnecessary administrative costs to the Company if such transactions are subject to strict compliance with the requirements set out under Chapter 14A of the Listing Rules, including, among others, the reporting, annual review, announcement and the independent

Report of the Directors

Shareholders' approval requirements. In view of the Contractual Arrangements, the Company has applied to the Stock Exchange for, and the Stock Exchange has granted, a waiver from strict compliance with (i) the announcement, circular and independent shareholders' approval requirements under Chapter 14A of the Listing Rules in respect of the transactions contemplated under the Contractual Arrangements pursuant to Rule 14A.105 of the Listing Rules, and (ii) the requirement of limiting the term of the Contractual Arrangements to three years or less under Rule 14A.52 of the Listing Rules, for so long as the Shares are listed on the Stock Exchange subject to the conditions as set out in the Prospectus.

Risks Relating to the Contractual Arrangements

There are certain risks that are associated with the Contractual Arrangements, including:

- If the PRC government finds that the agreements establishing the structure for operating the businesses of the Group in China do not comply with applicable PRC laws and regulations, or should these regulations or the interpretations change, the Group could be subject to severe consequences, including the nullification of the Contractual Arrangements and the relinquishment of its interests in the Operating Entities.
- The Group relies on Contractual Arrangements for its business operations in China, which may not be as effective in providing operational control or enabling the Group to derive economic benefits as through direct ownership of controlling equity interest. The Operating Entities or the Registered Shareholders may fail to perform their obligations under the Contractual Arrangements, which could adversely affect the results of operations and financial condition of the Group.
- The Group may cease to benefit from assets and licenses held by the Operating Entities that are critical to the operation of its business if the Operating Entities were to declare bankruptcy or become subject to a dissolution or liquidation proceeding.
- The Registered Shareholders may potentially have a conflict of interest with the Group, and they may breach or attempt to amend their contracts with the Group in a manner contrary to the interests of the Group.
- The Contractual Arrangements with the PRC Operating Entities may result in adverse tax consequences to the Group.
- Substantial uncertainties exist with respect to the enactment timetable, interpretation and implementation of the Draft PRC Foreign Investment Law and how it may impact the viability of the current corporate structure, corporate governance and business operations of the Group.
- If the Group exercises the option to acquire the equity ownership and assets of the PRC Operating Entities, the ownership or asset transfer may subject the Group to certain limitations and substantial costs.

For further details, please refer to the section headed "Risk Factors – Risks relating to Our Corporate Structure" of the Prospectus.

The management of the Company works closely with the external legal counsels and advisors to monitor the regulatory environment and developments in PRC laws and regulations to mitigate the risks associated with the Contractual Arrangements. Besides, the Company has adopted the following measures to ensure the effective operation of the Group with the implementation of the Contractual Arrangements and the compliance with the Contractual Arrangements:

- major issues arising from the implementation and compliance with the Contractual Arrangements or any regulatory enquiries from government authorities will be submitted to the Board, if necessary, for review and discussion on an occurrence basis;
- the Board will review the overall performance of and compliance with the Contractual Arrangements at least once a year;
- the Company will disclose the overall performance and compliance with the Contractual Arrangements in annual reports; and
- the Company will engage external legal advisors or other professional advisors, if necessary, to assist the Board with reviewing the implementation of the Contractual Arrangements, and review the legal compliance of the WFOE and the Operating Entities to deal with specific issues or matters arising from the Contractual Arrangements.

Report of the Directors

Listing Rules Implications and Waivers from the Stock Exchange

The transactions contemplated under the Contractual Arrangements constitute continuing connected transactions of the Company under the Listing Rules as Mr. Deng, the Director, to the Contractual Arrangements, is a connected person of the Company.

In respect of the Contractual Arrangements, the Company has applied to the Stock Exchange for, and the Stock Exchange has granted to the Company, a waiver from strict compliance with (i) the announcement and independent Shareholders' approval requirements under Rules 14A.04 and 14A.105 of the Listing Rules, and (ii) the requirement of setting an annual cap for the transaction under the Contractual Arrangements under Rule 14A.53 of the Listing Rules subject to the following conditions:

- (a) No change to the Contractual Arrangements (including with respect to any fees payable to the Shanghai Qijia) will be made without the approval of the independent non-executive Directors.
- (b) Save as described in paragraph (d) below, no change to the agreements governing the Contractual Arrangements will be made without the independent Shareholders' approval.
- (c) The Contractual Arrangements shall continue to enable the Group to receive the economic benefits derived by the PRC Operating Entities through (i) the Group's option (if and when so allowed under the applicable PRC laws) to acquire all or part of the entire equity interests and assets at a consideration which shall be the higher of (A) a nominal price or (B) the lowest price as permitted and applicable under PRC laws, (ii) the business structure under which the profit generated by the PRC Operating Entities is retained by the Group (after deduction of any accumulated deficit of the Operating Entities in the preceding financial year(s), working capital, expenses, taxes and other statutory contributions), such that no annual cap shall be set on the amount of service fees payable to the WFOE by the Operating Entities under the Exclusive Business Cooperation Agreement, and (iii) the Group's right to control the management and operation of, as well as the substance of, all of the voting rights of the Operating Entities.

- (d) On the basis that the Contractual Arrangements provide an acceptable framework for the relationship between the Company and its subsidiaries in which the Company has a direct shareholding, on one hand, and the PRC Operating Entities, on the other hand, that framework may be renewed and/or reproduced upon the expiry of the existing arrangements or in relation to any existing or new wholly foreign – owned enterprise or operating company (including branch company) engaging in the same business as that of the Group which the Group might wish to establish when justified by business expediency, without obtaining the approval of the Shareholders, on substantially the same terms and conditions as the existing Contractual Arrangements.
- (e) The Company will disclose details relating to the Contractual Arrangements on an on-going basis.

Annual review by the Independent Non-Executive Directors and the Auditor

The independent non-executive Director have reviewed the Contractual Arrangements and confirmed that:

- (a) the transactions carried out during the Reporting Period had been entered into accordance with the relevant provisions of the Contractual Arrangements;
- (b) no dividends or other distributions had been made by the Operating Entities to the holders of its equity interests which were not otherwise subsequently assigned or transferred to the Group;
- (c) other than the Succession Agreement described before, no new contracts had been entered into, renewed and/or reproduced between the Group and the Operating Entities during the Reporting Period; and
- (d) the Contractual Arrangements had been entered into in the ordinary and usual course of business of the Group, are on normal commercial terms and are fair and reasonable in the interest of the Group and the Shareholders as a whole.

Report of the Directors

The Auditor has confirmed in a letter to the Board with a copy to the Stock Exchange confirming that the transactions carried out pursuant to the Contractual Arrangements during the Reporting Period had received the approval of the Directors, had been entered in accordance with the relevant Contractual Arrangements, and that no dividends or other distributions had been made by the Operating Entities to the holders of the equity interests which were not otherwise subsequently assigned or transferred to the Group.

SIGNIFICANT LEGAL PROCEEDINGS

During the Reporting Period, the Company was not engaged in any litigation or arbitration of material importance and no litigation or claim of material importance is known to the Directors to be pending or threatened against the Company.

TAX ALLOWANCES

The Company is not aware of any particular tax allowances granted to the Shareholders due to their interests in its securities.

CONSTITUTIONAL DOCUMENTS

On 22 May 2023, the Company adopted a new memorandum and articles of association for the purposes of (i) make certain amendments to the memorandum and articles of association for the purpose of, among others, reflecting the core shareholder protection standards as set out in the Listing Rules which took effect on 1 January 2022; and (ii) adopt the new amended and restated memorandum and articles of association incorporating and consolidating all the proposed amendments.

For details, please refer to the announcement of the Company dated 27 March 2023 and the circular of the Company dated 26 April 2023, respectively. The new Memorandum and Articles of Association are available for viewing on the websites of the Company and the Stock Exchange.

SUBSEQUENT EVENTS

There were no material subsequent events during the period from 31 December 2025 to the approval date of these financial statements by the Board of Directors on 31 March 2026.

COMPLIANCE WITH LAWS AND REGULATIONS

The Group recognizes the importance of compliance with regulatory requirements and the risk of non-compliance with such requirements could lead to the termination of operating licenses. The Group has allocated system and staff resources to ensure ongoing compliance with rules and regulations and to maintain well relationships with regulators effectively through effective communications. During the year ended 31 December 2025, the Group has complied, to the best of our knowledge, with all relevant rules and regulations that have a significant impact on the Company.

PRINCIPAL RISKS AND UNCERTAINTIES

Details of principal risks and uncertainties that the Group may be facing can be found in the sections headed "Report of Directors – Risks relating to the Contractual Arrangement" on page 99 of this annual report.

RELATIONSHIP WITH STAKEHOLDERS

The Group acknowledges the importance of stakeholders to the Group's development and always pays attention to matters of concern to stakeholders including the government and regulators, shareholders and investors, employees, business partners, customers and the community. The Group maintains transparent and bilateral exchange, strengthens mutual trust and cooperation and establishes harmonious relationship with its stakeholders.

Report of the Directors

The Group has always treated compliance to laws and regulations as a basic requirement for operations, and maintains good communication with the government and regulatory agencies through voluntary reporting, cooperating with reviews and investigations, and recommending optimal industry standards. The Group treats the realization of the interests of Shareholders and investors as an important business objective, establishes communication channels such as shareholder meetings and timely announcements, and delivers sound financial performance to Shareholders and investors. The Group regards employees as valuable assets, motivates employees with a competitive salary and transparent promotion mechanism, and provides them with a fair working environment. The Group also supports their career development skills with various forms of training support. The Group regularly exchanges visits and undergoes communication related to the industry with its business partners, and maintains real-time interaction in daily operations with them in order to develop long – term and stable cooperation. The Group innovates to meet customers' needs and is committed to providing customers with high-quality and reliable services. The Group provides various online and offline channels to enable timely and accurate communication with customers, assisting them in their long-term development. The Group also maintains a sound communication mechanism with the community, develops innovative models, strengthens school-enterprise cooperation, conducts public welfare activities, and promotes the stable development of the community.

For details of the Group's relationship with stakeholders, please refer to the annual environmental, social and governance report of the Group, which is set out in the **"Environmental, Social and Governance Report"** on pages 36 to 81 of this annual report.

By order of the Board
Qeeka Home (Cayman) Inc.

DENG Huajin
Chairman and Chief Executive Officer

Shanghai, the PRC
31 March 2026

Independent Auditor's Report



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To the shareholders of Qeeka Home (Cayman) Inc.

(Incorporated in the Cayman Islands with limited liability)

OPINION

We have audited the consolidated financial statements of Qeeka Home (Cayman) Inc. (the "Company") and its subsidiaries (together the "Group") set out on pages 108 to 195, which comprise the consolidated balance sheet as at 31 December 2025, and the consolidated income statement, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 December 2025, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board ("IFRS Accounting Standards") and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing ("ISAs"). Our responsibilities under those standards are further described in the "Auditor's Responsibilities for the Audit of the Consolidated Financial Statements" section of our report. We are independent of the Group in accordance with the "Code of Ethics for Professional Accountants" issued by the Hong Kong Institute of Certified Public Accountants ("Code"), as applicable to audits of financial statements of public interest entities. We have also fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KEY AUDIT MATTER

Key audit matter is the matter that, in our professional judgment, was of most significance in our audit of the consolidated financial statements of the current period. This matter was addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on this matter.

Expected credit losses of trade receivables and contract assets

Refer to Note 3.1.2(a), Note 4(a) and Note 20 to the consolidated financial statements. As at 31 December 2025, the gross carrying amounts of trade receivables and contract assets amounted to RMB147,070,000 and RMB222,268,000 respectively, with loss allowances amounted to RMB40,269,000 and RMB26,900,000 respectively.

Provision for credit loss allowance of trade receivables and contract assets was made based on an assessment of the lifetime expected credit losses. For trade receivables and contract assets which have credit-impaired, the Group assessed individually and provided for credit losses allowance. For the remaining balance, the trade receivables and contract assets were grouped based on shared credit risk characteristics and the days past due, and assessed collectively for credit losses allowance. When measuring expected credit loss, the Group considers its own credit loss incurred in past history, existing market conditions as well as forward looking estimates at the end of the reporting period. In assessing forward-looking information, the Group considers factors including economic policies, macroeconomic indicators and industry risks.

Independent Auditor's Report

KEY AUDIT MATTER (continued)

Expected credit losses of trade receivables and contract assets (continued)

Based on the impairment assessment, provision of impairment of trade receivables and reversal of impairment of contract assets amounting to RMB5,839,000 and RMB3,085,000 were charged and credited to consolidated income statement for the year ended 31 December 2025 respectively.

We focused on auditing the expected credit losses of trade receivables and contract assets because the judgment and estimation of expected credit losses is subject to high degree of estimation uncertainty. The inherent risk in relation to the expected credit losses of trade receivables and contract assets is considered significant due to the subjectivity of significant assumptions and estimates used. Therefore, we identified the expected credit losses of trade receivables and contract assets as a key audit matter.

Our response:

Our procedures performed in relation to accounting treatment for service concession arrangements included:

- we obtained an understanding of management's internal control and assessment process of expected credit losses of trade receivables and contract assets, and assessed the inherent risk of material misstatement by considering the degree of estimation uncertainty and level of other inherent risk factors such as complexity, subjectivity, changes and susceptibility to management bias or fraud;
- for trade receivables and contract assets assessed individually, on a sample basis, we reviewed management's assessment of financial position and creditworthiness of customers, historical payment and settlement records and forecasted future economic conditions; we also corroborated management's assessment against available evidence, including searching for customers' background, historical transactions with the Group, respective collection and settlement pattern, to assess the reasonableness of expected credit loss allowance provided by management; and
- for trade receivables and contract assets collectively assessed based on shared credit risk characteristics and the days past due, we assessed the reasonableness of the grouping and the respective expected credit loss based on the historical credit loss on a sample basis incurred including the historical payment and settlement pattern of debtors, age profile of trade receivables and contract assets, current conditions and forward looking factors. We checked the calculation of the historical default rate, evaluated the basis of determining forward-looking adjustment, and tested the accuracy of the aging of the trade receivables and contract assets on a sample basis, and assessed the mathematical accuracy of calculation of the expected credit loss allowance.

Based on our work, we considered that the significant judgments and estimates made by management in relation to the expected credit losses of trade receivables and contract assets were supportable by the evidence obtained and procedures performed.

Independent Auditor's Report

OTHER MATTER

The consolidated statements of the Group for the year ended 31 December 2024, were audited by another auditor who expressed an unmodified opinion on those statements on 26 March 2025.

OTHER INFORMATION IN THE ANNUAL REPORT

The directors are responsible for the other information. The other information comprises the information included in the Company's annual report, but does not include the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

DIRECTORS' RESPONSIBILITIES FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The directors are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with IFRS Accounting Standards and the disclosure requirements of the Hong Kong Companies Ordinance, and for such internal control as the directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the directors are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

The directors are also responsible for overseeing the Group's financial reporting process. The Audit Committee assists the directors in discharging their responsibility in this regard.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. This report is made solely to you, as a body in accordance with the terms of our engagement, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

Independent Auditor's Report

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Audit Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Audit Committee with a statement that we have complied with relevant ethical requirements regarding independence and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Independent Auditor's Report

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

From the matter communicated with the directors, we determine the matter that was of most significance in the audit of the consolidated financial statements of the current period and is therefore the key audit matter. We describe this matter in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

BDO Limited

Certified Public Accountants

IP Ka Ming

Practising Certificate no. P08322

Hong Kong, 31 March 2026

Consolidated Income Statement

For the year ended 31 December 2025

	Notes	Year ended 31 December	
		2025 RMB'000	2024 RMB'000
Revenue	5	946,519	1,055,639
Cost of sales	6	(562,990)	(642,605)
Gross profit		383,529	413,034
Selling and marketing expenses	6	(431,297)	(417,143)
Administrative expenses	6	(64,428)	(64,276)
Research and development expenses	6	(17,107)	(28,245)
Net impairment losses on financial and contract assets	20(e)	(4,521)	(24,694)
Other gains/(losses) – net	8	41,249	(30,463)
Operating loss		(92,575)	(151,787)
Finance income	9	30,344	39,311
Finance costs	9	(4,702)	(6,447)
Finance income – net	9	25,642	32,864
Share of results of investments accounted for using the equity method	16	252	(9,848)
Loss before income tax		(66,681)	(128,771)
Income tax expenses	10	–	(3,459)
Loss for the year		(66,681)	(132,230)
Loss attributable to:			
Equity holders of the Company		(61,716)	(126,957)
Non-controlling interests		(4,965)	(5,273)
		(66,681)	(132,230)
Loss per share for loss attributable to equity holders of the Company			
Basic loss per share (RMB)	11	(0.0549)	(0.1130)
Diluted loss per share (RMB)	11	(0.0549)	(0.1130)

The above consolidated income statement should be read in conjunction with the accompanying notes.

Consolidated Statement of Comprehensive Income

For the year ended 31 December 2025

	Notes	Year ended 31 December	
		2025 RMB'000	2024 RMB'000
Loss for the year		(66,681)	(132,230)
Other comprehensive income/(loss) for the year			
<i>Items that may be reclassified to profit or loss:</i>			
Share of other comprehensive loss of investments accounted for using the equity method	16, 24	(436)	(1,696)
Reclassification of other reserves to profit or loss upon reclassification of investments accounted for using the equity method to financial assets at FVPL		4,016	–
Loss allowance on debt investments at FVOCI	3.1.2(c)	(37)	(41)
Exchange differences on translation of foreign operations		(321)	168
		3,222	(1,569)
<i>Items that will not be reclassified to profit or loss:</i>			
Exchange differences on translation of financial statements of non-foreign operations		(12,256)	7,886
		(12,256)	7,886
Total other comprehensive (loss)/income for the year, net of tax		(9,034)	6,317
Total comprehensive loss for the year		(75,715)	(125,913)
Total comprehensive loss for the year attributable to:			
Equity holders of the Company		(70,738)	(120,627)
Non-controlling interests		(4,977)	(5,286)
		(75,715)	(125,913)

The above consolidated statement of comprehensive income should be read in conjunction with the accompanying notes.

Consolidated Balance Sheet

As at 31 December 2025

	Notes	As at 31 December	
		2025	2024
		RMB'000	RMB'000
ASSETS			
Non-current assets			
Property, plant and equipment	12(a)	16,923	21,025
Right-of-use assets	12(b)	12,377	33,395
Intangible assets	13	1,292	1,814
Goodwill	14	2,361	2,361
Deferred tax assets	15	–	–
Financial assets at fair value through profit or loss (“FVPL”)	21	154,114	–
Investments accounted for using the equity method	16	–	116,574
Contract assets	20	4,470	8,525
Term deposits	22	–	164,002
Total non-current assets		191,537	347,696
Current assets			
Inventories	18	67,089	24,909
Trade and other receivables and prepayments to suppliers	20	169,300	219,300
Contract assets	20	190,898	217,975
Financial assets at fair value through other comprehensive income (“FVOCI”)	17	11,849	72,481
Financial assets at fair value through profit or loss	21	20,114	25,094
Term deposits	22	573,554	581,933
Restricted cash	22	126,192	82,659
Cash and cash equivalents	22	74,575	119,151
Total current assets		1,233,571	1,343,502
Total assets		1,425,108	1,691,198
EQUITY			
Share capital	23	761	761
Share premium	23	2,169,511	2,199,577
Other reserves	24	(270,116)	(261,034)
Treasury shares	23(a)	(35,277)	(35,367)
Accumulated losses		(1,079,554)	(1,017,838)
Equity attributable to equity holders of the Company		785,325	886,099
Non-controlling interests		(23,299)	(18,522)
Total equity		762,026	867,577

Consolidated Balance Sheet

As at 31 December 2025

	Notes	As at 31 December	
		2025 RMB'000	2024 RMB'000
LIABILITIES			
Non-current liabilities			
Lease liabilities	12(b)	3,479	22,718
Total non-current liabilities		3,479	22,718
Current liabilities			
Short-term borrowings	27	79,474	107,145
Trade and other payables	28	474,951	574,041
Contract liabilities	28	53,524	62,288
Lease liabilities	12(b)	4,715	10,296
Income tax liabilities		46,939	47,133
Total current liabilities		659,603	800,903
Total liabilities		663,082	823,621
Total equity and liabilities		1,425,108	1,691,198

The above consolidated balance sheet should be read in conjunction with the accompanying notes.

The consolidated financial statements on pages 114 to 195 were approved by the Board of Directors on 31 March 2026 and were signed on its behalf.

Deng Huajin
Director

Tian Yuan
Director

Consolidated Statement of Changes in Equity

For the year ended 31 December 2025

	Notes	Attributable to the equity holders of the Company						Non-controlling interests	Total equity
		Share capital	Share Premium	Other reserves	Treasury shares	Accumulated losses	Total		
		(Note 23)	(Note 23)	(Note 24)	(Note 23(a))	losses			
		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	
At 1 January 2024		761	2,224,710	(267,342)	(35,575)	(890,881)	1,031,673	(13,236)	1,018,437
Loss for the year		-	-	-	-	(126,957)	(126,957)	(5,273)	(132,230)
Other comprehensive (loss)/income		-	-	6,330	-	-	6,330	(13)	6,317
Total comprehensive loss		-	-	6,330	-	(126,957)	(120,627)	(5,286)	(125,913)
Transaction with owners:									
- Share-based compensation under Restricted Stock Units (RSUs)	25	-	-	94	-	-	94	-	94
- Issue of shares under RSU scheme	23,24	-	(92)	(116)	208	-	-	-	-
- Dividends	26	-	(25,041)	-	-	-	(25,041)	-	(25,041)
At 31 December 2024		761	2,199,577	(261,034)	(35,367)	(1,017,838)	886,099	(18,522)	867,577

	Notes	Attributable to the equity holders of the Company						Non-controlling interests	Total equity
		Share capital	Share Premium	Other reserves	Treasury shares	Accumulated losses	Total		
		(Note 23)	(Note 23)	(Note 24)	(Note 23(a))	losses			
		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	
At 1 January 2025		761	2,199,577	(261,034)	(35,367)	(1,017,838)	886,099	(18,522)	867,577
Loss for the year		-	-	-	-	(61,716)	(61,716)	(4,965)	(66,681)
Other comprehensive income/(loss)		-	-	(9,022)	-	-	(9,022)	(12)	(9,034)
Total comprehensive loss		-	-	(9,022)	-	(61,716)	(70,738)	(4,977)	(75,715)
Transaction with owners:									
- Share-based compensation under Restricted Stock Units (RSUs)	25	-	-	(10)	-	-	(10)	-	(10)
- Issue of shares under RSU scheme	23,24	-	(40)	(50)	90	-	-	-	-
- Dividends	26	-	(30,026)	-	-	-	(30,026)	-	(30,026)
- Capital contribution from non-controlling interests		-	-	-	-	-	-	200	200
At 31 December 2025		761	2,169,511	(270,116)	(35,277)	(1,079,554)	785,325	(23,299)	762,026

The above consolidated statement of changes in equity should be read in conjunction with the accompanying notes.

Consolidated Statement of Cash Flows

For the year ended 31 December 2025

	Notes	Year ended 31 December	
		2025 RMB'000	2024 RMB'000 (restated)
Cash flows from operating activities			
Cash used in operations	29(a)	(178,244)	(68,904)
Interest received		1,737	2,889
Income tax paid		(194)	(286)
Net cash used in operating activities		(176,701)	(66,301)
Cash flows from investing activities			
Purchase of property, plant and equipment	12(a)	(650)	(3,089)
Proceeds from disposal of property, plant and equipment	29(b)	225	221
Purchase of intangible assets	13	(281)	(510)
Withdrawal from term deposits		618,456	685,744
Placement for term deposits		(457,581)	(663,395)
Interest received on term deposits		28,200	32,894
Purchase of financial assets at FVPL	21(c)	(8,000)	(164,052)
Dividends received from financial assets at FVPL	8	106	281
Proceeds from disposal of financial assets at FVPL	21(c)	18,947	182,579
Dividends received from investments accounted for using the equity method	16	–	1,195
Disposal of investment in an associate	16(d)	1,826	1,869
Loans provided to a related party	31(b)	–	(1,750)
Repayment of loans by a related party	31(b)	250	1,545
Repayments of loans from third parties		65	60
Net cash generated from investing activities		201,563	73,592
Cash flows from financing activities			
Proceeds from borrowings		114,787	112,135
Interest paid for borrowings		(3,711)	(5,550)
Repayments of borrowings		(142,470)	(217,601)
Payment for lease liabilities (including interest component)	29(d)	(7,560)	(12,779)
Cash received from capital contributions in subsidiaries from non-controlling shareholders		200	–
Dividends paid	26	(30,026)	(25,147)
Net cash used in financing activities		(68,780)	(148,942)
Net decrease in cash and cash equivalents		(43,918)	(141,651)
Effect of exchange difference on cash and cash equivalents	29(d)	(658)	1,190
Cash and cash equivalents at the beginning of the year	22	119,151	259,612
Cash and cash equivalents at the end of the year	22	74,575	119,151

The above consolidated statement of cash flows should be read in conjunction with the accompanying notes.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

1 GENERAL INFORMATION

Qeeka Home (Cayman) Inc. (the “Company”) was incorporated in the Cayman Islands on 20 November 2014 as an exempted company with limited liability under the Companies Law (Cap. 22, Law 3 of 1961 as consolidated and revised) of the Cayman Islands. The address of the Company’s registered office is Palm Grove Unit 4, 265 Smith Road, George Town, P.O. Box 52A Edgewater Way, #1653, Grand Cayman Ky1-9006, Cayman Islands.

The Company is an investment holding company. The Company and its subsidiaries, including structured entities (collectively, the “Group”) are principally engaged in (i) the provision of Software as a service (“SaaS”) based total marketing solution, and targeted marketing services (“SaaS and marketing service”); (ii) the provision of interior design and construction service (“Interior design and construction”); (iii) international service business services and (iv) the provision of other initiative services (“Innovation and others”). Mr. Deng Huajin (鄧華金, “Mr. Deng”) is the ultimate controlling shareholder of the Company.

The Company completed its initial public offering (“IPO”) and listed its shares on the Main Board of the Stock Exchange of Hong Kong on 12 July 2018.

These consolidated financial statements are presented in Renminbi (“RMB”), unless otherwise stated.

These consolidated financial statements have been approved for issue by the Board of Directors on 31 March 2026.

2 BASIS OF PREPARATION AND CHANGES IN ACCOUNTING POLICIES

2.1 Basis of preparation

(i) Compliance with IFRS Accounting Standards and HKCO (as defined below)

The consolidated financial statements of the Company have been prepared in accordance with IFRS Accounting Standards and disclosure requirements of the Hong Kong Companies Ordinance (“HKCO”) Cap. 622.

IFRS Accounting Standards comprise the following authoritative literature:

- International Financial Reporting Standards,
- International Accounting Standards, and
- Interpretations developed by the IFRS Interpretations Committee (IFRIC interpretations) or its predecessor body, the Standing Interpretations Committee (SIC Interpretations).

Accounting policies applied in the preparation of these consolidated financial statements have been consistently applied, unless otherwise stated. Other than these material accounting policies which are disclosed in the notes to the relevant financial line items or transactions in these consolidated financial statements, other accounting policies have been set out in the summary in Note 36.

(ii) Historical cost convention

The consolidated financial statements have been prepared on a historical cost basis, except for certain financial assets measured at fair value.

The preparation of consolidated financial statements in conformity with IFRS Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Group’s accounting policies. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in Note 4.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

2 BASIS OF PREPARATION AND CHANGES IN ACCOUNTING POLICIES (continued)

2.1 Basis of preparation (continued)

(iii) New and amendments to standards adopted by the Group

The Group has applied the following standards and amendments for the first time for its annual reporting period commencing 1 January 2025:

Amendments to IAS 21	Lack of Exchangeability
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The nature and the impact of the new or amendments to IFRS Accounting Standards are described below:

Amendments to IAS 21 specify how an entity shall assess whether a currency is exchangeable into another currency and how it shall estimate a spot exchange rate at a measurement date when exchangeability is lacking. The amendments require disclosures of information that enable users of financial statements to understand the impact of a currency not being exchangeable. Earlier application is permitted. When applying the amendments, an entity cannot restate comparative information. Any cumulative effect of initially applying the amendments shall be recognised as an adjustment to the opening balance of retained profits or to the cumulative amount of translation differences accumulated in a separate component of equity, where appropriate, at the date of initial application. The amendment did not have any material impact on the amounts recognised in prior and current periods.

(iv) New and amendments to standards and interpretations not yet adopted

Certain new accounting standards and amendments to accounting standards have been published that are not mandatory for 31 December 2025 reporting periods and have not been early adopted by the Group. The Group's assessment of the impact of these new standards and amendments is set out below.

Amendments to IFRS 9 and IFRS 7	Amendments to the Classification and Measurement of Financial Instruments ¹
Amendments to IFRS 9 and IFRS 7 Amendments to IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7	Contracts Referencing Nature-dependent Electricity ¹ Annual Improvements to IFRS Accounting Standards – Volume 11 ¹
IFRS 18	Presentation and Disclosure in Financial Statements ²
IFRS 19	Subsidiaries without Public Accountability: Disclosures ²
Amendments to IAS 21	Translation to a Hyperinflationary Presentation Currency ²
Amendments to IFRS 10 and IAS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture ³

¹ Effective for annual periods beginning on or after 1 January 2026.

² Effective for annual periods beginning on or after 1 January 2027.

³ The amendments shall be applied prospectively to the sale or contribution of assets occurring in annual periods beginning on or after a date to be determined.

The directors of the Company have assessed the effect of these new accounting standards and amendments and do not anticipate that these new accounting standards and amendments will have material impact on the Group's consolidated financial statements and/or the disclosures except the following;

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

2 BASIS OF PREPARATION AND CHANGES IN ACCOUNTING POLICIES (continued)

2.1 Basis of preparation (continued)

(iv) New and amendments to standards and interpretations not yet adopted (continued)

IFRS 18 Presentation and Disclosure in Financial Statements, which sets out requirements on presentation and disclosures in financial statements, will replace IAS 1 Presentation of Financial Statements. This new IFRS Accounting Standard, while carrying forward many of the requirements in IAS 1, introduces new requirements to present specified categories and defined subtotals in the statement of profit or loss; provide disclosures on management-defined performance measures in the notes to the financial statements and improve aggregation and disaggregation of information to be disclosed in the financial statements. In addition, some IAS 1 paragraphs have been moved to IAS 8 and IFRS 7. Minor amendments to IAS 7 Statement of Cash Flows and IAS 33 Earnings per Share are also made.

IFRS 18, and amendments to other standards, will be effective for annual periods beginning on or after 1 January 2027, with early application permitted. The application of the new standard is expected to affect the presentation of the statement of profit or loss and disclosures in the future financial statements. The adoption of IFRS 18 will not affect the recognition or measurement of items in the consolidated financial statements. It mainly has impacts on presentation and disclosure of income and expenses and adds new disclosure requirement on management-defined performance measures within the consolidated financial statements. So far, the Group considers that the impact of these new and amendments to standards on the Group's results of operations and financial position will not be material.

3 FINANCIAL RISK MANAGEMENT

3.1 Financial risk factors

The Group's activities expose it to a variety of financial risks: market risk (including foreign exchange risk and cash flow and fair value interest rate risk), credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance. Risk management is carried out by the senior management of the Group. The Group currently does not use any derivative financial instruments to hedge certain risk exposure.

3.1.1 Market risk

(a) Foreign exchange risk

Foreign exchange risk arises when future commercial transactions or recognised assets and liabilities are denominated in a currency that is not the Group entities' functional currency. The Company's functional currency is USD. The Company's primary subsidiaries were incorporated in the PRC and these subsidiaries considered RMB as their functional currency.

The Group operates mainly in the PRC with most of the transactions settled in RMB, management considers that the business is not exposed to any significant foreign exchange risk as there are no significant financial assets or liabilities of the Group are denominated in the currencies other than the respective functional currencies of the Group's entities.

(b) Cash flow and fair value interest rate risk

The Group's income and operating cash flows are substantially independent of changes in market interest rates and the Group has no significant interest-bearing assets and liabilities except for short-term borrowing, term deposits and cash and cash equivalents, details of which have been disclosed in Note 27 and Note 22 respectively. Those carried at floating rates expose the Group to cash flow interest rate risk whereas those carried at fixed rates expose the Group to fair value interest rate risk. The directors of the Group believe that there is no material interest rate risk because most of interest-bearing liabilities have fixed interest rates.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

3 FINANCIAL RISK MANAGEMENT (continued)

3.1 Financial risk factors (continued)

3.1.2 Credit risk

Risk Management

Credit risk arises from cash and cash equivalents, term deposits, restricted cash, contract assets, trade and other receivables and debt investments at FVOCI. The carrying amount of each class of the above financial assets represents the Group's maximum exposure to credit risk in relation to the corresponding class of financial assets.

To manage this risk, cash and cash equivalent, term deposits and bank acceptance bills are mainly placed with state-owned and reputable financial institutions in the PRC and reputable international financial institutions outside of the PRC. There has been no recent history of default in relation to these financial institutions. These instruments are considered to have low credit risk because they have a low risk of default and the counterparty has a strong capacity to meet its contractual cash flow obligations in the near term. The identified credit losses are immaterial.

The Group has policies in place to ensure that trade receivables and contract assets with credit terms are made to counterparties with an appropriate credit history and management performs ongoing credit evaluations of the counterparties. For other receivables and debt investments at FVOCI, management makes periodic collective assessments as well as individual assessment on the recoverability of other receivables based on historical settlement records and past experience. The Group's investment in debts at FVOCI are the trade receivables in nature and transferred receivables under factoring arrangements, and they are considered to be low credit risk where they have a low risk of default and the issuer has a strong capacity to meet its contractual cash flow obligations in the near term.

Impairment

The Group has four types of financial assets that are subject to the expected credit loss model:

- trade receivables,
- contract assets,
- other receivables, and
- debt investments at FVOCI.

While cash and cash equivalents, term deposits and bank acceptance bills are also subject to the impairment requirements of IFRS 9, the identified impairment loss was immaterial.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

3 FINANCIAL RISK MANAGEMENT (continued)

3.1 Financial risk factors (continued)

3.1.2 Credit risk (continued)

Impairment (continued)

(a) Trade receivables and contract assets

The Group applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables and contract assets.

To measure the expected credit losses, trade receivables and contract assets have been grouped based on shared credit risk characteristics and the days past due. The contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Group has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

The expected loss rates of trade receivables and contract assets are based on the payment pattern of debtors with similar risk profiles and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

On that basis, the loss allowance as at 31 December 2025 and 31 December 2024 was determined as follows for both trade receivables and contract assets:

	Overdue				Total RMB'000
	Current RMB'000	Within 1 year RMB'000	Over 1 year and within 2 years RMB'000	Over 2 years RMB'000	
31 December 2025					
Collectively assessed					
Expected loss rate	8.35%	24.03%	45.08%	86.41%	12.80%
Gross carrying amount – trade receivables	76,150	20,203	22,074	3,598	122,025
Gross carrying amount – contract assets	194,470	–	–	–	194,470
Loss allowance	22,593	4,854	9,952	3,109	40,508
Individually assessed					
Expected loss rate					50.45%
Gross carrying amount – trade receivables					25,045
Gross carrying amount – contract assets					27,798
Loss allowance					26,661
Total loss allowance					67,169

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

3 FINANCIAL RISK MANAGEMENT (continued)

3.1 Financial risk factors (continued)

3.1.2 Credit risk (continued)

Impairment (continued)

(a) Trade receivables and contract assets (continued)

	Overdue				Total RMB'000
	Current RMB'000	Within 1 year RMB'000	Over 1 year and within 2 years RMB'000	Over 2 years RMB'000	
31 December 2024					
Collectively assessed					
Expected loss rate	5.78%	8.75%	61.72%	93.75%	9.15%
Gross carrying amount					
– trade receivables	56,850	77,248	6,975	6,789	147,862
Gross carrying amount					
– contract assets	213,916	–	–	–	213,916
Loss allowance	15,660	6,757	4,305	6,365	33,087
Individually assessed					
Expected loss rate					46.62%
Gross carrying amount					
– trade receivables					24,634
Gross carrying amount					
– contract assets					42,569
Loss allowance					31,328
Total loss allowance					64,415

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

3 FINANCIAL RISK MANAGEMENT (continued)

3.1 Financial risk factors (continued)

3.1.2 Credit risk (continued)

Impairment (continued)

(b) Other receivables

Other receivables mainly include loans, deposits and others.

The following table explains the changes in the loss allowance for other receivables between the beginning and the end of the year:

	Performing 12-month ECL RMB'000	Under- performing lifetime ECL RMB'000	Non- performing lifetime ECL RMB'000	Total RMB'000
Loss allowance as at 31 December 2023	(988)	–	(7,558)	(8,546)
(Increase)/decrease in impairment	(418)	–	105	(313)
Loss allowance as at 31 December 2024	(1,406)	–	(7,453)	(8,859)

	Performing 12-month ECL RMB'000	Under- performing lifetime ECL RMB'000	Non- performing lifetime ECL RMB'000	Total RMB'000
Loss allowance as at 31 December 2024	(1,406)	–	(7,453)	(8,859)
(Increase)/decrease in impairment	859	–	(2,663)	(1,804)
Loss allowance as at 31 December 2025	(547)	–	(10,116)	(10,663)

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

3 FINANCIAL RISK MANAGEMENT (continued)

3.1 Financial risk factors (continued)

3.1.2 Credit risk (continued)

(b) Other receivables (continued)

The gross carrying amount of other receivables, and thus the maximum exposure to loss, is as follows:

	31 December 2024 RMB'000
Performing	32,420
Non-performing	7,453
Total gross other receivables	39,873
Less: loss allowance	(8,859)
Total net other receivables	31,014

	31 December 2025 RMB'000
Performing	18,617
Non-performing	14,368
Total gross other receivables	32,985
Less: loss allowance	(10,663)
Total net other receivables	22,322

(c) Debt investment at fair value through other comprehensive income

The loss allowance for debt investments at FVOCI is recognised in profit or loss and in other comprehensive income rather than reducing the carrying amount of the debt investments. The loss allowance for debt investments at FVOCI as at 31 December 2025 and 2024 reconciles to the opening loss allowance as follows:

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
At the beginning of the year	44	85
Decrease in impairment	(37)	(41)
At the end of the year	7	44

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

3 FINANCIAL RISK MANAGEMENT (continued)

3.1 Financial risk factors (continued)

3.1.2 Credit risk (continued)

(d) Contract assets, trade receivables and other receivables are written off where there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the Group, and a failure to make contractual payments for a period of greater than 3 years past due.

Impairment losses on contract assets, trade receivables, other receivables and debt investment at fair value through other comprehensive income are presented as net impairment losses within operating profit or loss. Subsequent recoveries of amounts previously written off are credited against the same line item.

3.1.3 Liquidity risk

The objective of liquidity risk management is to maintain sufficient cash and cash equivalents. Due to the dynamic nature of the underlying businesses, the policy of the Group is to regularly monitor the Group's liquidity risk and to maintain adequate cash and cash equivalents to meet the Group's liquidity requirements.

The table below analyses the Group's financial liabilities into relevant maturity groupings based on their contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances, as the impact of discounting is not significant.

	Less than 1 year RMB'000	Between 1 and 2 years RMB'000	Between 2 and 5 years RMB'000	More than 5 years RMB'000	Total RMB'000
As at 31 December 2025					
Financial liabilities included in trade and other payables (excluding staff salaries and welfare payables and tax payables)	412,837	–	–	–	412,837
Borrowings (principal and interest)	80,438	–	–	–	80,438
Lease liabilities	4,983	2,667	910	–	8,560
	498,258	2,667	910	–	501,835
As at 31 December 2024					
Financial liabilities included in trade and other payables (excluding staff salaries and welfare payables and tax payables)	485,804	–	–	–	485,804
Borrowings (principal and interest)	107,603	–	–	–	107,603
Lease liabilities	11,015	10,340	14,254	–	35,609
	604,422	10,340	14,254	–	629,016

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

3 FINANCIAL RISK MANAGEMENT (continued)

3.2 Capital management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholder, return capital to shareholders, or issue new shares or sell assets to reduce debt.

The Group monitors capital by regularly reviewing the capital structure. As a part of this review, the Company considers the cost of capital and the risks associated with the issued share capital. In the opinion of the directors of the Company, the Group does not have material capital risk. The Group consider total equity when reviewing its capital risk management which was RMB762,026,000 as at 31 December 2025 (2024: RMB867,577,000).

3.3 Fair value estimation

(i) Fair value hierarchy

This section explains the judgments and estimates made in determining the fair values of the financial instruments that are recognised and measured at fair value in the consolidated financial statements. To provide an indication about the reliability of the inputs used in determining fair value, the Group has classified its financial instruments into the three levels prescribed under the accounting standards.

	Level 1 RMB'000	Level 2 RMB'000	Level 3 RMB'000	Total RMB'000
As at 31 December 2025				
– Financial assets at FVPL (Note 21)	174,228	–	–	174,228
– Financial assets at FVOCI (Note 17)	–	–	11,849	11,849
	174,228	–	11,849	186,077
As at 31 December 2024				
– Financial assets at FVPL (Note 21)	15,077	–	10,017	25,094
– Financial assets at FVOCI (Note 17)	–	–	72,481	72,481
	15,077	–	82,498	97,575

There were no transfers between levels 1, 2 and 3 for recurring fair value measurements during the year ended 31 December 2025 (2024: nil).

The Group's policy is to recognise transfers into and transfers out of fair value hierarchy levels as at the end of the reporting period.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

3 FINANCIAL RISK MANAGEMENT (continued)

3.3 Fair value estimation (continued)

(i) Fair value hierarchy (continued)

Level 1: The fair value of financial instruments traded in active markets (such as publicly traded derivatives, and trading securities) is based on quoted market prices at the end of the reporting period. The quoted market price used for financial assets held by the Group is the current bid price. The quoted market price incorporates the market's assumptions with respect to changes in economic climate such as rising interest rates and inflation, as well as changes due to ESG risk. These instruments are included in level 1.

Level 2: The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

Level 3: If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3.

(ii) Valuation techniques used to determine fair values

Specific valuation techniques used to value financial instruments include:

- Quoted market prices, and
- Other techniques, such as discounted cash flow analysis, are used to determine fair value for the remaining financial instruments.

There were no change in valuation techniques in determining the level 3 fair values during the year ended 31 December 2025 (2024: nil).

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

3 FINANCIAL RISK MANAGEMENT (continued)

3.3 Fair value estimation (continued)

(iii) Fair value measurements using significant unobservable inputs (level 3)

The following table presents the changes in level 3 items for the year ended 31 December 2025 and 31 December 2024:

	Financial assets at FVOCI	Financial assets at FVPL	
	Debt investment RMB'000	Wealth management products RMB'000	Total RMB'000
As at 1 January 2024	143,121	27,282	170,403
Acquisitions	217,728	156,000	373,728
Changes in fair value	–	813	813
Disposals	(288,368)	(174,078)	(462,446)
As at 31 December 2024	72,481	10,017	82,498
Net unrealised (losses)/gains at year end	–	18	18
As at 1 January 2025	72,481	10,017	82,498
Acquisitions	203,250	8,000	211,250
Changes in fair value	–	39	39
Disposals	(263,882)	(18,056)	(281,938)
As at 31 December 2025	11,849	–	11,849
Net unrealised (losses)/gains at year end	–	–	–

- (iv) The carrying amounts of the Group's financial assets, including cash and cash equivalents, term deposits and trade and other receivables, and financial liabilities including trade and other payables, interest-bearing bank borrowings and lease liabilities, approximate their fair values due to their short maturities. The carrying amounts of the Group's non-current lease liabilities approximate their fair values as they are carried at an interest rate close to market rate at each year end.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

4 CRITICAL ESTIMATES AND JUDGMENTS

The preparation of financial statements requires the use of accounting estimates which, by definition, will likely differ from actual results. Management also needs to exercise judgment in applying the Group's accounting policies.

Estimates and judgments are continually evaluated. They are based on historical experience and other factors, including expectations of future events that might have a financial impact on the entity and that are believed to be reasonable under the circumstances.

(a) Expected credit loss for receivables and contract assets

The impairment provision for trade receivables, other receivables and contract assets are based on assumptions about the expected loss rates. The Group uses judgment in making these assumptions and selecting the inputs to the impairment calculation, based on the Group's past history, existing market conditions as well as forward looking estimates at the end of each reporting period. For details of the key assumptions and inputs used, see Note 3.1.2. Changes in these assumptions and estimates could materially affect the result of the assessment and it may be necessary to make additional impairment charge to the consolidated income statement.

(b) Revenue from interior design and construction contracts

For most of the Group's decoration contracts, the Group completes satisfaction of the relevant performance obligations over time and the revenue is recognised during the contract period based on the performance progress, which is determined by input method. The Group's management makes reasonable estimates on the expected total contract revenue and total contract costs based on the budgets prepared for construction operations to determine the performance progress. Due to the nature of activities associated with decoration contracts, the Group has to continuously review and revise budget prepared for each decoration contracts throughout the contract period. Revision may have effect on revenue, profit and other items related to decoration contracts during the period when the revision incurred.

(c) Estimation of goodwill impairment

The Group tests goodwill for impairment on an annual basis. For the year ended 31 December 2025 and 2024, the recoverable amount of cash-generating units (CGUs) was determined based on value in use calculations which require the use of assumptions. The calculations use cash flow projections based on financial budgets approved by management covering a five-year period. Cash flows beyond the five-year period are extrapolated using the estimated growth rates stated in Note 14. These growth rates are consistent with forecasts included in industry reports specific to the industry in which each CGU operates. Details of impairment charge, key assumptions and impact of possible changes in key assumptions are disclosed in Note 14.

(d) Impairment assessment of non-financial assets

The carrying amounts of property, plant and equipment and right-of-use assets are reviewed for impairment indicators at each reporting date. If any such indicator exists, management performs an impairment test by estimating the recoverable amount of the CGUs. The determination of the recoverable amount involves significant estimates and judgments. For the period ended 31 December 2025 and 2024, management assessed the recoverable amount of by reference to the asset's fair value less costs of disposal. The fair value was determined using a market approach, based on observable market data, including recent transaction prices for comparable assets and current market conditions. Based on the assessment, the estimated recoverable amount exceeded the carrying amount, and consequently, no impairment loss was recognised. However, a change in market conditions or the availability of comparable sales data could result in a materially different recoverable amount in future periods.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

4 CRITICAL ESTIMATES AND JUDGMENTS (continued)

(e) Current and deferred income taxes

The Group is subject to income taxes in a number of jurisdictions. Significant judgment is required in determining the provision for income taxes in various jurisdictions. There are many transactions and calculations for which the ultimate tax determination is uncertain. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the current and deferred income tax assets and liabilities in the period in which such determination is made.

5 SEGMENT INFORMATION

The Group's business activities, for which discrete financial information is available, are regularly reviewed and evaluated by the chief operating decision-maker ("CODM"). The CODM, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the executive directors of the Company that makes strategic decisions.

During the year ended 31 December 2025, the Group reorganised its business segments to better allocate resources and assess performance of the operating segments. The "International service business" segment has been separated from "Innovation and others" segment. The segment information for the year ended 31 December 2024 has been restated accordingly.

The Group's operations are mainly organised under the following business segments as a result of the aforementioned change on operating segments:

- SaaS and marketing service;
- Interior design and construction;
- International service business; and
- Innovation and others.

The CODM assesses the performance of the operating segments mainly based on segment revenues and segment gross profit. The revenues from external customers reported to CODM are measured as segment revenues, which is the revenues derived from the customers in each segment. The segment gross profit is consistent with the Group's gross profit.

There were no separate segment assets and segment liabilities information provided to the CODM, as CODM does not use this information to allocate resources to or evaluate the performance of the operating segments.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

5 SEGMENT INFORMATION (continued)

Segment	Year ended 31 December 2025				Total
	SaaS and marketing service RMB'000	Interior design and construction RMB'000	International service business RMB'000	Innovation and others RMB'000	
Revenue					
Segment revenue	264,822	396,002	279,892	15,038	955,754
Inter-segment sales	(3,312)	–	–	(5,923)	(9,235)
Revenue from external customers	261,510	396,002	279,892	9,115	946,519
Timing of revenue recognition					
At a point in time	248,894	–	279,892	9,115	537,901
Over time	12,616	396,002	–	–	408,618
	261,510	396,002	279,892	9,115	946,519
Results					
Segment gross profit	258,701	31,694	92,238	896	383,529
Selling and marketing expenses					(431,297)
Administrative expenses					(64,428)
Research and development expenses					(17,107)
Net impairment losses on financial and contract assets					(4,521)
Other gains – net					41,249
Finance income – net					25,642
Share of results of investments accounted for using the equity method					252
Loss before income tax					(66,681)

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

5 SEGMENT INFORMATION (continued)

Segment	Year ended 31 December 2024				Total RMB'000
	SaaS and marketing service RMB'000	Interior design and construction RMB'000	International service business RMB'000 (restated)	Innovation and others RMB'000 (restated)	
Revenue					
Segment revenue	339,206	665,184	37,166	31,369	1,072,925
Inter-segment sales	(5,497)	–	–	(11,789)	(17,286)
Revenue from external customers	333,709	665,184	37,166	19,580	1,055,639
Timing of revenue recognition					
At a point in time	317,208	2,165	37,166	18,889	375,428
Over time	16,501	663,019	–	691	680,211
	333,709	665,184	37,166	19,580	1,055,639
Results					
Segment gross profit	325,102	70,683	13,626	3,623	413,034
Selling and marketing expenses					(417,143)
Administrative expenses					(64,276)
Research and development expenses					(28,245)
Net impairment losses on financial and contract assets					(24,694)
Other losses – net					(30,463)
Finance income – net					32,864
Share of results of investments accounted for using the equity method					(9,848)
Loss before income tax					(128,771)

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

5 SEGMENT INFORMATION (continued)

(a) Revenue

The revenue for the years ended 31 December 2025 and 2024 are set out as follows:

	Year ended 31 December	
	2025	2024
	RMB'000	RMB'000 (restated)
SaaS and marketing service		
– SaaS	3,277	5,717
– Targeting marketing service	250,045	315,873
– Others	8,188	12,119
Interior design and construction	396,002	665,184
International service business	279,892	37,166
Innovation and others	9,115	19,580
	946,519	1,055,639

(b) Revenue by geographical markets

Revenue from external customers broken down by location of the customer is shown in the table below:

	Year ended 31 December	
	2025	2024
	RMB'000	RMB'000
– Chinese Mainland	666,627	1,018,473
– the United States of America	278,604	30,310
– Canada	1,151	6,852
– Others	137	4
	946,519	1,055,639

(c) Information about major customers

The Group provided the interior design and construction services to Customer A for its 4S stores with RMB98,159,000 (2024: RMB309,704,000), which accounted for more than 10% of the Group's total revenue recognised for the years ended 31 December 2025 and 2024.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

5 SEGMENT INFORMATION (continued)

(d) Accounting policies of revenue recognition

(i) Revenue recognition

Revenue is recognised when or as the control of the goods or services is transferred to a customer. Depending on the terms of the contract and the laws that apply to the contract, control of the goods and services may be transferred over time or at a point in time. Control of the goods and services is transferred over time if the Group's performance:

- provides all of the benefits received and consumed simultaneously by the customer;
- creates and enhances an asset that the customer controls as the Group performs; or
- does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

If control of the goods and services transfers over time, revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. Otherwise, revenue is recognised at a point in time when the customer obtains control of the goods and services.

Contracts with customers may include multiple performance obligations. For such arrangements, the Group allocates the transaction price to each performance obligation based on its relative standalone selling price. The Group generally determines standalone selling prices based on the prices charged to customers. If the standalone selling price is not directly observable, it is estimated using expected cost plus a margin or adjusted market assessment approach, depending on the availability of observable information. Assumptions and estimations have been made in estimating the relative selling price of each distinct performance obligation, and changes in judgments on these assumptions and estimates may impact the revenue recognition.

When either party to a contract has performed, the Group presents the contract in the consolidated balance sheet as a contract asset or a contract liability, depending on the relationship between the Group's performance and the customer's payment.

A contract asset is the Group's right to consideration in exchange for goods and services that the Group has transferred to a customer. A receivable is recorded when the Group has an unconditional right to consideration. A right to consideration is unconditional if only the passage of time is required before payment of that consideration is due.

If a customer pays consideration or the Group has a right to an amount of consideration that is unconditional, before the Group transfers a good or service to the customer, the Group presents the contract liability when the payment is made or a receivable is recorded (whichever is earlier). A contract liability is the Group's obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

5 SEGMENT INFORMATION (continued)

(d) Accounting policies of revenue recognition (continued)

(ii) The accounting policy for the Group's principal revenue sources

(a) SaaS and marketing service

(i) SaaS

The Group provides cloud-based apps, including customer relationship management systems, VR design software, construction management ERP system, as well as supply chain management software to merchants. The Group contracted with the merchants and charges them a basic subscription fee for using the cloud-based apps over a period of time. The nature of the promise in such contract is a stand-ready obligation (i.e. by making the cloud-based apps available), as the extent to which the merchant uses the apps does not affect the amount of remaining services to which the merchants are entitled. Because the merchant simultaneously receives and consumes the benefits of stand-ready services each day, they represent a series of distinct services that are individually satisfied over time. Revenue is recognised using a time-elapsed measure of progress, as the merchants are provided with ongoing access to cloud-based apps of the Group.

(ii) Target marketing service

The Group provide Interior Design and Construction ("IDC") service providers with a target marketing solution to address each IDC service provider's demand for homeowners that requires renovation services ("renovation order") and the Group charges the IDC service provider a fixed fee for each renovation order recommended. Revenue from target marketing service is recognised upon acceptance of the renovation order by the IDC service provider, at which point of time, the Group also has a present right to payment and the IDC service provider is able to direct the use of, and obtain substantially all of the remaining benefits from the renovation order recommended.

(b) Interior design and construction

The Group provides interior design and construction services, mainly to provide decoration services. The Group acts as a principal in these transactions as the Group is primarily responsible for fulfilling the promise to provide the services, the third party suppliers (such as outsourced labours) do not have a contractual relationship with the customer; and the Group has discretion in establishing the prices and selecting the suppliers.

The Group has assessed that these contracts qualify for over time revenue recognition as either the customer simultaneously received and consumes the benefits provided by the Group's performance as the Group performs or the Group's performance creates or enhances an asset that the customers control as the asset is created or enhanced. The stage of completion is assessed by reference to the contract costs incurred to date in proportion to the total estimated contract costs. Transaction price in a contract is based on the price specified in the contract, net of penalties and value added taxes. Penalties represents a form of variable consideration and accumulated experience is used to estimate and provide for the penalties, using the expected value method, given the Group has a large number of contracts with similar characteristics; and revenue is recognised only to the extent that it is highly probable that a significant reversal will not occur. If at any time the costs to complete the contract are estimated to exceed the remaining amount of the consideration under the contract, a provision is recognised in accordance with IAS 37.

The Group normally receives progress payment from customers monthly or quarterly with reference to the value of works performed and the Group takes advantage of the practical expedient in IFRS 15.63 and does not adjust the consideration for any effects of a significant financing component as the period between when the Group receives consideration and transferring control of goods or service is one year or less.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

5 SEGMENT INFORMATION (continued)

(d) Accounting policies of revenue recognition (continued)

(ii) The accounting policy for the Group's principal revenue sources (continued)

(b) Interior design and construction (continued)

The Group also guarantees that the decoration work is free from defects for a period of two to five years after completion ("defect liability period") and agrees 3% to 10% of the total contract sum as retention money, which generally will be released after the expiry of the defect liability period. The retention money serves as an assurance that the services performed comply with agreed upon specifications, rather than for the provision of finance and such assurance cannot be purchased separately. The Group accounts for this guarantee in accordance with IAS 37 and had not accounted for as separate performance obligations and hence no consideration is allocated to them.

When there is a change in the scope and/or change in price of a contract (e.g. variation order and contract claims), the effect of the modification is recognised when they are approved by the customer or whenever the Group is entitled under the contract terms and there is legal basis for those claims. Generally, modification to construction contract is not accounted for as a separate contract. Contract modification is accounted for as if it were a part of the existing contract and, therefore, form part of a single performance obligation that is partially satisfied at the date of the contract modification. The effect that the contract modification has on the contract sum and on the Group's measures of progress towards complete satisfaction of the performance obligation, is recognised as an adjustment to revenue (either as an increase in or a reduction of revenue) at the date of the contract modification (i.e. the adjustment to revenue is made on a cumulative catch-up basis). For approved modifications where a change in price has not been agreed, they are accounted for following the requirement in relation to variable consideration.

(c) International service business

Revenue from international service business is mainly derived from the sales of its core products, such as customised furniture, home goods and building materials. The Group sets up online stores on third party's ecommerce platforms to sell the Group's products to end customers. The third party's ecommerce platforms provide services to the Group including processing of customer orders and delivery of goods to end customers through their own or third-party logistics after receiving payments from end customers. The third party's ecommerce platforms do not take control of the goods and have no discretion over the manner and the price to sell the products, and the Group is primarily responsible for fulfilling the obligations to provide the ordered products to the end customers. Therefore, the Group determines that the end customers are the Group's customers. The sales contracts with end customers usually include a customer's right to return products within 30 days after receipt of goods.

The Group recognises revenue from sales to end customers upon delivery of the product to end customers in an amount equal to the contract prices less any allowances for sales returns. Allowance for sales return is estimated to be immaterial based on historical data on returns for specified products, using expected value approach, given the Group has a large number of contracts with similar characteristics. Contracts with customers may include multiple performance obligations and there is a need to split one customer order into multiple deliveries. Under these circumstances, transaction prices will be allocated to different performance obligations based on relative standalone selling prices. Upon delivery of the products to the end customers, the goods have either been accepted by the end customers or there is objective evidence that the goods provided meet the required specification, the Group does not have physical possession of the asset but has a present right to payment. The end customers has legal title and significant risks and rewards of ownership of the asset; and is able to direct the use of, and obtain substantially all of the remaining benefits from the asset. The platforms charge the Group service fees for processing the customer orders, which are considered as incremental costs of obtaining a contract, and are expensed as incurred because the period between when the service fees are incurred and the transfer of goods is less than one year. Service fees charged to the Group for goods delivery are considered as costs to fulfil a contract, and are recognised in cost of sales when control of the goods is transferred to the end customers.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

5 SEGMENT INFORMATION (continued)

(d) Accounting policies of revenue recognition

(iii) Practical expedients and exemptions

The Group generally expenses contract acquisition cost when incurred because the amortisation period would have been 1 year or less. Accordingly, the Group does not capitalise any incremental costs to obtain a contract. The transaction price allocated to the performance obligations that are unsatisfied, or partially unsatisfied, has not been disclosed, as substantially all of the Group's contracts have a duration of 1 year or less.

6 EXPENSES BY NATURE

Expenses included in cost of sales, selling and marketing expenses, administrative expenses and research and development expenses are analysed as follows:

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000 (restated)
Trading merchandise sold	84,120	10,192
Materials and other consumables used (Note 18(b))	190,556	310,666
Outsourced labour costs	206,620	321,741
Advertising and promotion expenses	282,977	281,882
Employee benefit expenses (Note 7)	132,687	154,581
Logistics costs	99,462	13,521
Overseas warehouse expenses	16,314	1,938
Travelling, entertainment and communication expenses	12,756	13,424
Depreciation of right-of-use assets (Note 12(b))	7,816	9,238
Depreciation of property, plant and equipment (Note 12(a))	8,209	7,642
Short-term leases and leases of low-valued assets (Note 12(b))	8,324	6,613
Professional fee	3,922	5,151
Auditors' remuneration		
– Audit service	2,480	2,800
– Non-audit service	–	130
Utilities and electricity expenses	1,358	1,763
Taxes and levies	1,690	1,269
Bank charges and payment platform processing fees	968	1,162
Amortisation of intangible assets (Note 13)	803	1,049
Impairment loss on slow moving inventories (Note 18(a))	4,031	–
Miscellaneous	10,729	7,507
	1,075,822	1,152,269

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For the year ended 31 December 2025

7 EMPLOYEE BENEFIT EXPENSES

Employee benefit expenses are analysed as follows:

	Year ended 31 December	
	2025	2024
	RMB'000	RMB'000
Salaries, wages and bonuses	108,109	130,995
Pension costs – defined contribution plans (a)	9,855	17,884
Share-based compensation (reversal of expense)/expenses (Note 25(c))	(10)	94
Other social security costs, housing benefits and other employee benefits	14,733	5,608
	132,687	154,581

(a) Pension costs – defined contribution plans

During the year ended 31 December 2025, no forfeited contributions were utilised by the Group to reduce its contributions for the current year (2024: nil).

8 OTHER GAINS/(LOSSES) – NET

	Year ended 31 December	
	2025	2024
	RMB'000	RMB'000
Reversal of impairment loss/(Impairment loss) on investments accounted for using the equity method (Note 16)	26,796	(30,710)
Fair value changes of financial assets at FVPL (Note 21(c))	19,081	(425)
Net foreign exchange losses	(3,055)	(233)
Loss on disposal of an associate (Note 16(d))	(354)	(132)
Loss on reclassification of investments accounted for using the equity method to financial assets at FVPL	(4,016)	–
Net loss on disposal of property, plant and equipment (Note 12(a)(i))	(144)	(101)
Dividends received from financial assets at FVPL	106	281
Net gain on termination of lease contracts (Note 12(b)(i)(1))	1,866	389
Government grants (a)	852	763
Others	117	(295)
	41,249	(30,463)

(a) Governments grants received during the year primarily comprised the financial subsidies received from local government authorities. There are no unfulfilled conditions or contingencies relating to these grants.

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For the year ended 31 December 2025

9 FINANCE INCOME – NET

	Year ended 31 December	
	2025	2024
	RMB'000	RMB'000
Finance income:		
Interest income	30,344	39,311
Finance costs:		
Interest expense on bank borrowings	(1,183)	(1,103)
Interest expense on other loans	(2,540)	(4,282)
Interest expense on lease liabilities (Note 12(b)(ii))	(979)	(1,062)
	(4,702)	(6,447)
Finance income – net	25,642	32,864

10 INCOME TAX EXPENSES

	Year ended 31 December	
	2025	2024
	RMB'000	RMB'000
Current tax:		
Current tax for the year	–	286
Deferred income tax:		
Decrease in deferred tax assets	–	3,173
Income tax expenses	–	3,459

The Group's principal applicable taxes and tax rates are as follows:

(i) Cayman Islands

Under the current laws of the Cayman Islands, the Company is not subject to tax on income or capital gain. In addition, upon payments of dividends by the Company to its shareholders, no Cayman Islands withholding tax will be imposed.

(ii) British Virgin Islands

The Group's entities incorporated in the British Virgin Islands are not subject to tax on income or capital gains.

(iii) Hong Kong

Hong Kong profits tax rate is 8.25% for assessable profits on the first HKD2 million and 16.5% for any assessable profits in excess. No Hong Kong profits tax was provided for as there was no estimated assessable profit that was subject to Hong Kong profits tax during the years ended 31 December 2025 and 2024.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

10 INCOME TAX EXPENSES (continued)

(iv) PRC corporate income tax (“CIT”)

CIT provision was made on the estimated assessable profits of entities within the Group incorporated in the PRC and was calculated in accordance with the relevant regulations of the PRC after considering the available tax benefits from refunds and allowances. The general PRC CIT rate is 25% for the year ended 31 December 2025 (2024: 25%).

A subsidiary of the Group in the PRC was qualified as “High and New Technology Enterprise”, and accordingly, they were subject to a reduced preferential CIT rate of 15% for the year ended 31 December 2025 (2024: 15%) according to the applicable CIT Law.

Certain subsidiaries of the Group in the PRC were qualified as Small Low Profit Enterprise and accordingly, the CIT of these entities are calculated on a deemed profit margin.

(v) Withholding tax on undistributed profits

According to CIT law, distribution of profits earned by PRC companies since 1 January 2008 is subject to withholding tax of 5% or 10%, depending on the country of incorporation of the foreign investor, upon the distribution of profits to overseas incorporated immediate holding companies. During the year ended 31 December 2025, the subsidiaries of the Group in the PRC do not have any profit distribution plan (2024: nil).

The tax on the Group’s loss before income tax differs from the theoretical amount that would arise using the statutory tax rate applicable to loss or profit of the consolidated entities as follows:

	Year ended 31 December	
	2025	2024
	RMB'000	RMB'000
Loss before income tax	(66,681)	(128,771)
Tax calculated at PRC statutory income tax rate of 25%	(16,670)	(32,193)
Tax effects of:		
Differential income tax rates applicable to certain entities comprising the Group	(887)	(2,260)
Income not subject to tax	(2,685)	(3,683)
Non-deductible expenses	5,103	6,275
Tax effect of preferential tax treatment	1,522	2,882
Research and development tax credit	(20)	(2,454)
Utilisation of previously unrecognised tax losses and other temporary differences	(725)	(3,219)
Unrecognised deferred income tax assets	14,362	38,111
Income tax expenses	–	3,459

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

10 INCOME TAX EXPENSES (continued)

The unrecognised deferred tax assets are analysed as follows:

Tax losses carried forward

	As at 31 December	
	2025	2024
	RMB'000	RMB'000
Unused tax losses for which no deferred tax asset has been recognised	687,206	648,621

The unused tax losses can be carried forward and will be expired from 2026 to 2035.

11 LOSS PER SHARE

(a) Basic loss per share

Basic loss per share is calculated by dividing the loss of the Group attributable to equity holders of the Company by the weighted average number of ordinary shares outstanding during the financial year excluding treasury shares.

	Year ended 31 December	
	2025	2024
Loss attributable to equity holders of the Company (RMB'000)	(61,716)	(126,957)
Weighted average number of ordinary shares in issue (thousand)	1,123,266	1,123,232
Loss per share (RMB)	(0.0549)	(0.1130)

(b) Diluted loss per share

Diluted loss per share is calculated by adjusting the weighted average number of ordinary shares outstanding to assume conversion of all dilutive potential ordinary shares.

For the years ended 31 December 2025 and 2024, the Company had one category of dilutive potential ordinary shares: Restricted Stock Units. For the Restricted Stock Units, a calculation is done to determine the number of shares that could have been acquired at fair value (determined as the average annual market share price of the Company's shares) based on the monetary value of the rights attached to outstanding shares under RSU Scheme. The number of shares calculated as above is compared with the number of shares that would have been issued assuming the vesting of outstanding shares under RSU Scheme.

As the Group incurred loss for the years ended 31 December 2025 and 2024, the potential ordinary shares were not included in the calculation of diluted loss per share as their inclusion would be anti-dilutive. Accordingly, diluted loss per share for the years ended 31 December 2025 and 2024 were the same as basic loss per share.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

12 PROPERTY, PLANT AND EQUIPMENT AND LEASES

(a) Property, plant and equipment

	Leasehold improvements RMB'000	Buildings RMB'000	Transportation equipment RMB'000	Office furniture and equipment RMB'000	Computer and electric equipment RMB'000	Display and exhibition equipment RMB'000	Total RMB'000
As at 1 January 2024							
Cost	19,825	17,925	4,092	1,819	8,994	7,857	60,512
Accumulated depreciation	(11,774)	(4,697)	(2,915)	(1,166)	(7,085)	(6,975)	(34,612)
Net book amount	8,051	13,228	1,177	653	1,909	882	25,900
Year ended 31 December 2024:							
Opening net book amount	8,051	13,228	1,177	653	1,909	882	25,900
Additions	2,481	-	-	195	395	18	3,089
Disposals	-	-	-	(25)	(255)	(42)	(322)
Depreciation	(4,545)	(1,032)	(416)	(209)	(1,057)	(383)	(7,642)
Closing net book amount	5,987	12,196	761	614	992	475	21,025
As at 31 December 2024:							
Cost	22,306	17,925	4,092	1,989	9,134	7,833	63,279
Accumulated depreciation	(16,319)	(5,729)	(3,331)	(1,375)	(8,142)	(7,358)	(42,254)
Net book amount	5,987	12,196	761	614	992	475	21,025
	Leasehold improvements RMB'000	Buildings RMB'000	Transportation equipment RMB'000	Office furniture and equipment RMB'000	Computer and electric equipment RMB'000	Display and exhibition equipment RMB'000	Total RMB'000
As at 1 January 2025							
Cost	22,306	17,925	4,092	1,989	9,134	7,833	63,279
Accumulated depreciation	(16,319)	(5,729)	(3,331)	(1,375)	(8,142)	(7,358)	(42,254)
Net book amount	5,987	12,196	761	614	992	475	21,025
Year ended 31 December 2025:							
Opening net book amount	5,987	12,196	761	614	992	475	21,025
Additions	355	3,993	64	2	62	-	4,476
Disposals (i)	-	-	(16)	(191)	(124)	(38)	(369)
Depreciation	(5,941)	(1,153)	(310)	(227)	(349)	(229)	(8,209)
Closing net book amount	401	15,036	499	198	581	208	16,923
As at 31 December 2025:							
Cost	22,661	21,918	4,140	1,800	9,072	7,795	67,386
Accumulated depreciation	(22,260)	(6,882)	(3,641)	(1,602)	(8,491)	(7,587)	(50,463)
Net book amount	401	15,036	499	198	581	208	16,923

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

12 PROPERTY, PLANT AND EQUIPMENT AND LEASES (continued)

(a) Property, plant and equipment (continued)

- (i) During the year ended 31 December 2025, the Group disposed certain property, plant and equipment with the carrying amount of RMB369,000 for proceeds of RMB225,000, with a net loss of RMB144,000 recorded in other gains/(losses) – net (Note 8).
- (ii) Depreciation of the Group's property, plant and equipment has been recognised in the consolidated income statement as follows:

	Year ended 31 December	
	2025	2024
	RMB'000	RMB'000
Selling and marketing expenses	4,339	4,848
Administrative expenses	3,846	2,645
Research and development expenses	24	149
	8,209	7,642

(b) Leases

(i) Amounts recognised in the consolidated balance sheet

The consolidated balance sheet shows the following amounts relating to leases:

	As at 31 December	
	2025	2024
	RMB'000	RMB'000
Right-of-use assets		
Buildings	12,377	33,395
Lease liabilities		
Current	4,715	10,296
Non-current	3,479	22,718
	8,194	33,014

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

12 PROPERTY, PLANT AND EQUIPMENT AND LEASES (continued)

(b) Leases (continued)

(i) Amounts recognised in the consolidated balance sheet (continued)

The movements of right-of-use assets are listed below:

	Buildings RMB'000
Balance at 1 January 2024	
Cost	49,772
Accumulated depreciation	(20,432)
Net book amount	29,340
Year ended 31 December 2024:	
Opening net book amount	29,340
Additions	22,157
Amendment to lease contracts	(3,838)
Termination of lease contracts	(5,026)
Depreciation charge (Note 6)	(9,238)
Closing net book amount	33,395
As at 31 December 2024:	
Cost	48,739
Accumulated depreciation	(15,344)
Net book amount	33,395
Year ended 31 December 2025:	
Opening net book amount	33,395
Additions	8,069
Amendment to lease contracts	(499)
Termination of lease contracts (1)	(20,772)
Depreciation charge (Note 6)	(7,816)
Closing net book amount	12,377
As at 31 December 2025:	
Cost	18,350
Accumulated depreciation	(5,973)
Net book amount	12,377

- (1) During the year ended 31 December 2025, certain lease contracts were terminated. Right-of-use assets, lease liabilities and trade and other payables decreased by RMB20,772,000, RMB22,122,000 and RMB516,000 respectively with a gain of RMB1,866,000 recorded in other gains/(losses) – net (Note 8).

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

12 PROPERTY, PLANT AND EQUIPMENT AND LEASES (continued)

(b) Leases (continued)

(ii) Amounts recognised in the consolidated income statement

The consolidated income statement shows the following amounts relating to leases:

	Year ended 31 December	
	2025	2024
	RMB'000	RMB'000
Depreciation charge of right-of-use assets		
Buildings	7,816	9,238
Interest expense (included in finance cost) (Note 9)	979	1,062
Expense relating to short-term leases (included in cost of sales and administrative expenses) (Note 6)	916	6,211
Expense relating to leases of low-value assets that are not shown above as short-term leases (included in administrative expenses) (Note 6)	7,408	402
	9,303	7,675

The total cash outflow for leases in 2025 was RMB15,884,000 (2024: RMB19,392,000).

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

13 INTANGIBLE ASSETS

	Trademarks and licenses RMB'000	Domain names RMB'000	Software RMB'000	Total RMB'000
As at 1 January 2024				
Cost	7,759	2,615	16,085	26,459
Accumulated amortisation	(7,147)	(2,615)	(14,344)	(24,106)
Net book amount	612	–	1,741	2,353
Year ended 31 December 2024				
Opening net book amount	612	–	1,741	2,353
Additions	–	–	510	510
Amortisation	(612)	–	(437)	(1,049)
Closing net book amount	–	–	1,814	1,814
As at 31 December 2024				
Cost	7,759	2,615	16,595	26,969
Accumulated amortisation	(7,759)	(2,615)	(14,781)	(25,155)
Net book amount	–	–	1,814	1,814
Year ended 31 December 2025				
Opening net book amount	–	–	1,814	1,814
Additions	150	–	131	281
Amortisation	(12)	–	(791)	(803)
Closing net book amount	138	–	1,154	1,292
As at 31 December 2025				
Cost	7,909	2,615	16,726	27,250
Accumulated amortisation	(7,771)	(2,615)	(15,572)	(25,958)
Net book amount	138	–	1,154	1,292

Amortisation of the Group's intangible assets has been recognised in the consolidated income statement as follows:

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
Selling and marketing expenses	26	–
Administrative expenses	631	756
Research and development expenses	146	293
	803	1,049

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14 GOODWILL

	RMB'000
As at 1 January 2024, 31 December 2024, 1 January 2025 and 31 December 2025	
Cost	10,157
Less: provision for impairment	(7,796)
Net book amount	2,361

(a) Impairment test of goodwill

The goodwill of RMB7,796,000 as at 31 December 2024 and 2025 arose from the acquisitions of Brausen (Fujian) Decoration Engineering Co., Ltd. ("Fujian Brausen"), Brausen (Xiamen) Decoration Engineering Co., Ltd. ("Xiamen Brausen") and Luoyuan Brausen Decoration Engineering Co., Ltd. ("Luoyuan Brausen") in 2015 and 2016. During the year ended 31 December 2023, a full impairment of RMB7,796,000 has been provided for CGU of Fujian Brausen, Xiamen Brausen and Luoyuan Brausen.

On 6 September 2023, the Group acquired 51% of the issued share capital of Quanzhou Jiemai Technology Co., Ltd. ("Quanzhou Jiemai") and its subsidiary Quanzhou Jingtong Yigou E-commerce Co., Ltd. ("Quanzhou Jingtong Yigou"), companies engaged in cross-boarder e-commerce business, and a goodwill of RMB2,361,000 was recognised.

As at 31 December 2025, the Group carries out its annual impairment test on goodwill by comparing the recoverable amounts to the carrying amounts. The recoverable amount was determined based on value-in-use calculations. These calculations used pre-tax cash flow projections based on financial budgets approved by management covering a 5-year period with a terminal value related to the future cash flows extrapolated using the estimated growth rates stated below beyond the 5-year period. The Group believes that it is appropriate to cover a 5-year period in its cash flow projection, because it captures the development stage of the Group's businesses during which the Group expects to experience a high growth rate. The accuracy and reliability of the information is reasonably assured by the appropriate budgeting, forecast and control process established by the Group. The management leveraged their extensive experience in the industry and provided forecast based on past performance and their expectation of future business plans and market developments.

(b) The following table sets out the key assumptions used in value-in-use calculations of Quanzhou Jiemai

	As at 31 December	
	2025	2024
Compound annual revenue growth rate for the 5 year period (%)	3.0%	4.0%
Gross profit rate (%)	39.5%	42.2%
Terminal growth rate (%)	2.5%	2.5%
Pre-tax discount rate (%)	21.5%	21.4%

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14 GOODWILL (continued)

- (c) The following table sets out the key assumptions used in value-in-use calculations

Management has determined the values assigned to each of the above key assumptions as follows:

Assumption	Approach used in determining values
Revenue growth rate for the 5 year period	The compound annual revenue growth rate for the 5-year period used in the goodwill impairment testing was determined by the management based on past performance and its expectation for market development.
Gross profit rate	The gross profit rate are based on the past performance and the management's expectations for the future.
Terminal growth rate	This is the weighted average growth rate used to extrapolate cash flows beyond the budget period and it reflects the expected long-term inflation rate.
Pre-tax discount rate	The pre-tax discount rate reflects market assessments of the time value and the specific risks relating to the industry.

(d) Impairment charge

As at 31 December 2025, the directors are of the view that there was no need to provide for impairment of goodwill based on assessment. The recoverable amount of Quanzhou Jiemai CGU is estimated to exceed the carrying amount of the CGU at 31 December 2025 by RMB299,000 (2024: RMB373,000).

(e) Impact of possible changes in key assumptions

The Directors and management have considered and assessed reasonably possible changes for key assumptions and believe there is no material risk for goodwill impairment.

15 DEFERRED INCOME TAX

Deferred income taxes are calculated on certain temporary differences under the liability method using the tax rates which are expected to apply at the time of reversal of the temporary differences.

	Accruals RMB'000	Tax losses carried forward RMB'000	Cultural construction fee RMB'000	Total RMB'000
As at 1 January 2024	3,173	–	–	3,173
Charged to consolidated income statement	(3,173)	–	–	(3,173)
As at 31 December 2024, 1 January 2025 and 31 December 2025	–	–	–	–

- (a) As at 31 December 2025, the Group had deductible temporary differences of RMB564,909,000 (31 December 2024: RMB598,443,000) and unused tax losses of RMB687,206,000 (31 December 2024: RMB648,621,000), available to offset against future profits for which no deferred tax assets had been recognised. These tax losses will expire from 2026 to 2035.

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16 INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD

	As at 31 December	
	2025	2024
	RMB'000	RMB'000
Associates	–	116,574

	Year ended 31 December	
	2025	2024
	RMB'000	RMB'000
At the beginning of the year		
Gross amount	260,829	275,569
Less: provision for impairment	(144,255)	(113,545)
Net book amount	116,574	162,024
At the beginning of the year – carrying amount	116,574	162,024
Share of results of the associates	252	(9,848)
Share of other comprehensive (loss)/income of investments accounted for using the equity method	(436)	(1,696)
Dividends received from an associate	–	(1,195)
Decrease/(increase) in impairment (Note 8)	26,796	(30,710)
Reclassification to financial assets at FVPL (Note 21)	(141,006)	–
Disposals (d)	(2,180)	(2,001)
At the end of the year – carrying amount	–	116,574
At the end of the year		
Gross amount	–	260,829
Less: provision for impairment	–	(144,255)
Net book amount	–	116,574

- (a) Set out below is the associate of the Group as at 31 December 2024, which, in the opinion of the directors, is material to the Group. The places of incorporation or establishment are also their principal places of business operation.

Name	Date of incorporation/ establishment	Paid-up capital (RMB'000)	Place of incorporation/ establishment	Percentage of ownership interest attribute to the Group As at 31 December 2024	Principal activities
Guangzhou Seagull Kitchen and Bath Products Co., Ltd. (廣州海鷗住宅工業股份有限公司, "Seagull") (i)	08 January 1998	646,056	Guangzhou, the PRC	6.20%	Development, production and sales of high-grade plumbing equipment and hardware

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16 INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD (continued)

- (i) The Group invested in Seagull, a company listed in Shenzhen Stock Exchange in 2015. Since the Group appointed a director to the board of Seagull, which demonstrated the Group was able to exercise significant influence over the board, the investment was accounted for by using equity method.

The Group tested the investment in Seagull for impairment by estimating the recoverable amounts, being the higher of the fair value less costs of disposal and value in use as at the date of reporting period. Impairment loss of RMB26,796,000 was reversed during the year ended 31 December 2025 (2024: recognised RMB30,710,000).

- (b) There are no contingent liabilities relating to the Group's interest in the associates.
- (c) On 12 June 2025, the Group no longer has significant influence in Seagull in the following ways: i) representation on the board of directors or equivalent governing body of the investee; ii) participation in policy-making processes, including participation in decisions about dividends or other distributions. The Group classified this financial asset to be measured subsequently at fair value through profit or loss (Note 21).
- (d) During the year ended 31 December 2025, the Group disposed 0.79% proportion of shareholding in Kuaizhu Intelligent Technology (Suzhou) Co., Ltd. (快住智能科技(蘇州)有限公司) for a consideration of RMB1,826,000. The Group recorded loss of RMB354,000 (Note 8).

17 FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME

	As at 31 December	
	2025	2024
	RMB'000	RMB'000
Current:		
Debt investment measured at FVOCI (b)		
– Trade receivables under factoring arrangements	11,849	67,222
– Trade receivables in hand	–	5,259
	11,849	72,481

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17 FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME (continued)

- (a) The movements of financial assets at FVOCI are listed below:

	Year ended 31 December	
	2025	2024
	RMB'000	RMB'000
At the beginning of the year	72,481	143,121
Additions	203,250	217,728
Disposals	(263,882)	(288,368)
At the end of the year	11,849	72,481

- (b) The debt investments at FVOCI are the trade receivables in nature from one customer for both held to collect and sell business models. They are within level 3 of the fair value hierarchy.

As at 31 December 2025, trade receivables with the carrying amounts of RMB11,849,000 were subject to factoring arrangements. Under these arrangements, the Group has transferred the relevant receivables to the factor in exchange for cash, but the Group has retained substantially all of the risks and rewards of ownership through late payment and credit risk. The Group therefore continues to recognise the transferred assets in their entirety in the consolidated balance sheet. The amount repayable under the factoring agreement is presented as secured borrowing.

Other than factoring arrangement, the Group also transferred these trade receivables to other suppliers without retaining any late payment and credit risk. The Group therefore considers that held to collect and sell business models remain appropriate for these receivables and hence measuring them at fair value.

The relevant carrying amounts are as follows:

	As at 31 December	
	2025	2024
	RMB'000	RMB'000
Transferred receivables under factoring arrangements	11,849	67,222
Associated secured borrowing (Note 27(b))	(11,849)	(67,222)

- (c) As at 31 December 2025 and 2024, the fair value of the equity investments at FVOCI has declined to zero.

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18 INVENTORIES

	As at 31 December	
	2025	2024
	RMB'000	RMB'000 (restated)
Trading merchandise	70,091	23,448
Materials and other consumables	1,881	2,320
Less: allowance for impairment of slow moving inventories (a)	(4,883)	(859)
	67,089	24,909

(a) Movements on the Group's allowance for impairment of slow moving inventories are as follows:

	Year ended 31 December	
	2025	2024
	RMB'000	RMB'000
At the beginning of the year	(859)	(1,137)
Increase in allowance	(4,031)	–
Write off	7	278
At the end of the year	(4,883)	(859)

(b) During the year ended 31 December 2025, the cost of inventories recognised as cost of sales and included in “trading merchandise sold” amounted to RMB84,120,000 (2024: RMB10,192,000) and “materials and other consumables used” amounted to RMB190,556,000 (2024: RMB310,666,000).

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19 FINANCIAL INSTRUMENTS BY CATEGORY

	As at 31 December	
	2025	2024
	RMB'000	RMB'000
Financial assets:		
Financial assets at amortised cost:		
– Trade and other receivables (excluding prepayments to suppliers) (Note 20)	129,173	170,690
– Term deposits (Note 22)	573,554	745,935
– Restricted cash (Note 22)	126,192	82,659
– Cash and cash equivalents (Note 22)	74,575	119,151
Financial assets at FVPL (Note 21)	174,228	25,094
Financial assets at FVOCI (Note 17)	11,849	72,481
	1,089,571	1,216,010
Financial liabilities:		
Financial liabilities at amortised cost:		
– Short-term borrowings (Note 27)	79,474	107,145
– Financial liabilities included in trade and other payables (excluding staff salaries and welfare payables and tax payables) (Note 28)	412,837	485,804
– Lease liabilities (Note 12(b))	8,194	33,014
	500,505	625,963

The Group's exposure to various risks associated with the financial instruments is discussed in Note 3. The maximum exposure to credit risk at the end of the reporting period is the carrying amount of each class of financial assets mentioned above.

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20 TRADE AND OTHER RECEIVABLES AND PREPAYMENTS TO SUPPLIERS AND CONTRACT ASSETS

	As at 31 December	
	2025	2024
	RMB'000	RMB'000
Notes receivables		
Bank acceptance bills (a)	50	1,415
Commercial acceptance bills (a)	–	195
	50	1,610
Trade receivables		
Due from third parties (b)	146,723	172,147
Due from related parties (Note 31(d))	347	349
Gross trade receivables	147,070	172,496
Less: provision for impairment of trade receivables	(40,269)	(34,430)
Net trade receivables	106,801	138,066
Other receivables		
Project deposits	8,735	11,336
Staff advances	4,744	5,731
Loans due from third parties	5,340	5,405
Electronic payment platform balance	1,193	2,136
Rental deposits	1,942	1,734
Other receivables due from related parties (Note 31(d))	65	–
Loans due from related parties (Note 31(d))	1,485	1,435
Others	9,481	12,096
Gross other receivables	32,985	39,873
Less: provision for impairment of other receivables	(10,663)	(8,859)
Net other receivables	22,322	31,014
Others		
Prepayments to third party suppliers and others	40,127	48,582
Prepayments to related parties (Note 31(d))	–	28
	40,127	48,610
Total trade and other receivables and prepayments to suppliers	169,300	219,300
Contract assets		
Due from third parties – current	217,798	247,960
Due from third parties – non-current	4,470	8,525
Gross contract assets	222,268	256,485
Less: provision for impairment of contract assets	(26,900)	(29,985)
Net contract assets	195,368	226,500

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For the year ended 31 December 2025

20 TRADE AND OTHER RECEIVABLES AND PREPAYMENTS TO SUPPLIERS AND CONTRACT ASSETS (continued)

- (a) As at 31 December 2025, the carrying amounts of the notes receivables include receivables which are subject to endorsement arrangements. Under these arrangements, the Group has transferred the relevant receivables to the endorsee to repay trade payables due to them, but the Group has retained substantially all of the risks and rewards of ownership through late payment and credit risk. The Group therefore continues to recognise the transferred assets in their entirety in the consolidated balance sheet. The amount repayable under the endorsement agreement is presented as trade payables.

The relevant carrying amounts are as follows:

	As at 31 December	
	2025	2024
	RMB'000	RMB'000
Transferred receivables under endorsement arrangements	50	1,607
Associated trade payables (Note 28(c))	(50)	(1,607)

- (b) As at 31 December 2025, the carrying amounts of the trade receivables include receivables which are subject to factoring arrangements. Under these arrangements, the Group has transferred the relevant receivables to the factor in exchange for cash, but the Group has retained substantially all of the risks and rewards of ownership through late payment and credit risk. The Group therefore continues to recognise the transferred assets in their entirety in the consolidated balance sheet. The amount repayable under the factoring agreement is presented as secured borrowing.

The relevant carrying amounts are as follows:

	As at 31 December	
	2025	2024
	RMB'000	RMB'000
Transferred receivables under factoring arrangements	10,503	14,211
Associated secured borrowing (Note 27(b))	(10,503)	(14,211)

- (c) The carrying amounts of trade and other receivables and contract assets are primarily denominated in RMB and approximate their fair values at each of the reporting dates.

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20 TRADE AND OTHER RECEIVABLES AND PREPAYMENTS TO SUPPLIERS AND CONTRACT ASSETS (continued)

- (d) The Group grants credit periods to customers ranging from 30 days to 180 days. As at 31 December 2025 and 2024, the aging analysis of the trade receivables based on invoice date were as follows:

	As at 31 December	
	2025	2024
	RMB'000	RMB'000
Trade receivables – gross		
Within 1 month	75,518	62,954
Over 1 month and within 1 year	21,242	84,351
Over 1 year and within 2 years	38,184	15,393
Over 2 years	12,126	9,798
	147,070	172,496

Movements on the Group's provision for impairment of trade receivables are as follows:

	Year ended 31 December	
	2025	2024
	RMB'000	RMB'000
At the beginning of the year	(34,430)	(23,679)
Increase in impairment	(5,839)	(10,751)
At the end of the year	(40,269)	(34,430)

Movements on the Group's provision for impairment of contract assets are as follows:

	Year ended 31 December	
	2025	2024
	RMB'000	RMB'000
At the beginning of the year	(29,985)	(16,314)
Decrease/(Increase) in impairment	3,085	(13,671)
At the end of the year	(26,900)	(29,985)

Movements on the Group's provision for impairment of other receivables are as follows:

	Year ended 31 December	
	2025	2024
	RMB'000	RMB'000
At the beginning of the year	(8,859)	(8,546)
Increase in impairment	(1,804)	(313)
At the end of the year	(10,663)	(8,859)

Note 3.1.2 sets out information about the impairment of trade and other receivables and contract assets and the Group's exposure to credit risk. As at 31 December 2025, contract assets of RMB23,864,000 were pledged as collaterals for the Group's short-term borrowings in amount of RMB11,500,000 (2024: nil).

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

20 TRADE AND OTHER RECEIVABLES AND PREPAYMENTS TO SUPPLIERS AND CONTRACT ASSETS (continued)

(e) Net impairment losses on financial and contract assets are analysed as follows:

	Year ended 31 December	
	2025	2024
	RMB'000	RMB'000
Net impairment losses on financial and contract assets		
– Trade receivables	(5,839)	(10,751)
– Contract assets	3,085	(13,671)
– Other receivables	(1,804)	(313)
– Financial assets at FVOCI (Note 3.1.2(c))	37	41
	(4,521)	(24,694)

21 FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

	As at 31 December	
	2025	2024
	RMB'000	RMB'000
Non current:		
Investment in listed companies (a)	154,114	–
Current:		
Investment in listed companies (a)	20,114	15,077
Wealth management products (b)	–	10,017
	20,114	25,094

(a) The fair values of investment in listed companies were based on quoted prices in active markets and are within level 1 of the fair value hierarchy.

(b) Wealth management products were denominated in RMB with expected rate of return of 1.70% to 2.80% per annum during the year ended 31 December 2024. The return on these wealth management products is not guaranteed, hence the contractual cash flow does not qualify for solely payments of principal and interest. Therefore, they are measured at fair value through profit or loss.

The fair values were based on cash flow discounted using the expected return based on management judgment and are within level 3 of the fair value hierarchy.

As at 31 December 2024, no wealth management products were pledged as security to issue notes payables.

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21 FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS (continued)

(c) The movements of financial assets at FVPL are listed below:

	Year ended 31 December	
	2025	2024
	RMB'000	RMB'000
At the beginning of the year	25,094	44,034
Reclassification from investments accounted for using the equity method	141,006	–
Additions	8,000	164,052
Currency translation difference	(6)	12
Disposals	(18,947)	(182,579)
	155,147	25,519
Add: fair value change (Note 8)	19,081	(425)
At the end of the year	174,228	25,094

22 CASH AND CASH EQUIVALENTS

	As at 31 December	
	2025	2024
	RMB'000	RMB'000
Cash at bank	774,274	947,687
Cash on hand	47	58
	774,321	947,745
Less: term deposits with initial term of over three months (a)	(573,554)	(745,935)
Less: restricted cash (b)	(126,192)	(82,659)
Cash and cash equivalents	74,575	119,151

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22 CASH AND CASH EQUIVALENTS (continued)

- (a) Term deposits with initial terms of over three months

	As at 31 December	
	2025	2024
	RMB'000	RMB'000
Non-current:		
Term deposits – principal	–	155,000
Term deposits – interest receivables	–	9,002
	–	164,002
Current:		
Term deposits – principal	557,316	575,103
Term deposits – interest receivables	16,238	6,830
	573,554	581,933
Total term deposits	573,554	745,935

Term deposits with initial terms of over three months were neither past due nor credit-impaired and approximated to their fair value.

The Group earned interest on term deposits at rates ranged from 1.20% to 4.25% for the year ended 31 December 2025 (2024: from 1.50% to 5.62%).

As at 31 December 2025, none of term deposits were pledged as security to issue notes payables (2024: RMB15,580,000).

- (b) Restricted cash mainly represented funds held in a bank escrow account designated for payment settlement purposes. As at 31 December 2025, RMB45,172,800 of restricted cash were pledged as security to issue notes payables (2024: nil). The Group considered it with no significant impairment risk. Therefore, no provisions of expected credit loss were provided.
- (c) Cash and cash equivalents, term deposits and restricted cash are denominated in the following currencies:

	As at 31 December	
	2025	2024
	RMB'000	RMB'000
RMB	328,410	409,038
USD	445,617	534,615
HKD	294	4,092
	774,321	947,745

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For the year ended 31 December 2025

22 CASH AND CASH EQUIVALENTS (continued)

(d) Cash and cash equivalents include the following for the purposes of the consolidated statement of cash flows:

	As at 31 December	
	2025	2024
	RMB'000	RMB'000
Cash at bank	74,528	119,093
Cash on hand	47	58
	74,575	119,151

23 SHARE CAPITAL, SHARE PREMIUM AND TREASURY SHARES

	Ordinary shares	
	Number of ordinary shares	Nominal value of ordinary shares
		US\$'000
Authorised:		
As at 31 December 2025 and 2024	2,000,000,000	200

	Number of ordinary shares	Nominal value of ordinary shares	Equivalent nominal value of ordinary shares	Share premium
		US\$'000	RMB'000	RMB'000
Issued:				
As at 31 December 2023	1,145,011,090	114	761	2,224,710
Dividends	–	–	–	(25,041)
Issue of shares under RSU scheme	–	–	–	(92)
As at 31 December 2024	1,145,011,090	114	761	2,199,577
Issued:				
As at 31 December 2024	1,145,011,090	114	761	2,199,577
Dividends	–	–	–	(30,026)
Issue of shares under RSU scheme	–	–	–	(40)
As at 31 December 2025	1,145,011,090	114	761	2,169,511

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23 SHARE CAPITAL, SHARE PREMIUM AND TREASURY SHARES (continued)

(a) Treasury shares

	Treasury shares	
	Number of treasury shares	Value of treasury shares RMB'000
As at 31 December 2023	21,734,781	35,575
Issue of shares under RSU scheme	(118,783)	(208)
As at 31 December 2024	21,615,998	35,367
As at 31 December 2024	21,615,998	35,367
Issue of shares under RSU scheme	(51,503)	(90)
As at 31 December 2025	21,564,495	35,277

24 OTHER RESERVES

	Capital reserve (Note (a)) RMB'000	Statutory surplus reserve (Note (b)) RMB'000	Currency translation differences (Note (c)) RMB'000	Share option reserve (Note (d)) RMB'000	RSUs Reserve (Note (d)) RMB'000	FVOCI reserve (Note (e)) RMB'000	Others (Note (f)) RMB'000	Total RMB'000
At 1 January 2024	(209,487)	9,841	31,946	15,309	392	(98,883)	(16,460)	(267,342)
Currency translation differences	-	-	8,054	-	-	-	-	8,054
Share-based compensation under RSUs (Note 25)	-	-	-	-	94	-	-	94
Issue of shares under RSU scheme	-	-	-	-	(116)	-	-	(116)
Loss allowance on debt investments at FVOCI	-	-	-	-	-	-	(28)	(28)
Share of other comprehensive income of investments accounted for using the equity method	-	-	-	-	-	-	(1,696)	(1,696)
As at 31 December 2024	(209,487)	9,841	40,000	15,309	370	(98,883)	(18,184)	(261,034)
At 1 January 2025	(209,487)	9,841	40,000	15,309	370	(98,883)	(18,184)	(261,034)
Currency translation differences	-	-	(12,577)	-	-	-	-	(12,577)
Share-based compensation under RSUs (Note 25)	-	-	-	-	(10)	-	-	(10)
Issue of shares under RSU scheme	-	-	-	-	(50)	-	-	(50)
Loss allowance on debt investments at FVOCI	-	-	-	-	-	-	(25)	(25)
Reclassification of other reserves to profit or loss upon reclassification of investments accounted for using equity method to financial assets at FVPL	-	-	-	-	-	-	4,016	4,016
Share of other comprehensive loss of investments accounted for using the equity method (Note 16)	-	-	-	-	-	-	(436)	(436)
As at 31 December 2025	(209,487)	9,841	27,423	15,309	310	(98,883)	(14,629)	(270,116)

Notes to the Consolidated Financial Statements

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24 OTHER RESERVES (continued)

Notes:

(a) Capital reserve

Capital reserve represents the difference between the increase of share capital and total capital injection made by shareholders to a subsidiary.

(b) Statutory surplus reserve

In accordance with the relevant laws and regulations of the PRC, the PRC subsidiaries are required to appropriate 10% of its profit after income tax, prepared in accordance with the accounting regulation in the PRC, to the statutory reserve fund until the statutory reserve balance reaches 50% of the registered capital. Subject to certain restrictions, such reserve may be used to reduce any losses incurred or for capitalisation as paid-up capital of the PRC subsidiaries.

(c) Currency translation reserve

The currency translation reserve comprises exchange differences arising from the translation of the financial statements of foreign operations and translations of the Company's financial statements to presentation currency.

(d) Share option reserve and RSUs reserve

The amount represents share-based payment reserve under share option scheme and restricted stock unit scheme.

(e) FVOCI reserve

FVOCI reserve represents the fair value change of debt instruments at FVOCI.

(f) Others

The amount mainly represents transactions with shareholders and share of other comprehensive income of investments accounted for using equity method.

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25 RESTRICTED STOCK UNITS (“RSUS”)

- (a) In 2021, the Group adopted the 2021 RSU Scheme. The purposes of the 2021 RSU Scheme are to attract, and retain and incentivise the best personnel and senior management of the Group, and to promote the value of the Company by offering these individuals an opportunity to acquire shares and a proprietary interest in the success of the Company, thereby linking their interests with the Company’s performance.

On 19 March 2021, 114 employees of the Group were granted RSUs in respect of an aggregate of 28,522,540 ordinary shares of par value of USD0.0001 each of the shares, representing approximately 2.46% of the total issued share capital of the Company as at the date of this annual report. The closing price of the shares on the date of grant was HKD2.06 per share. The RSUs granted have the following vesting dates and shares:

Vesting date	Shares
12 August 2021	4,292,040
31 March 2022	3,435,125
1 June 2022	1,350,000
31 March 2023	3,473,625
1 June 2023	1,575,000
31 March 2024	3,417,625
1 June 2024	1,800,000
31 March 2025	3,354,125
1 June 2025	1,800,000
1 June 2026	4,025,000
	28,522,540

On 14 December 2021, the RSUs of the Company representing 7,237,221 ordinary shares with par value of USD0.0001 each of the shares were granted to 8 selected persons under the RSU Scheme. The underlying shares concerned represented 0.63% of the Company as at the date of this annual report. The closing price of the shares on the date of grant was HKD1.20 per share. These RSUs shall vest on 14 January 2022.

The RSUs included certain performance conditions, which required the employees to complete a service period and meet specified performance targets.

The Company has appointed Tricor Trust (Hong Kong) Limited as an independent trustee to assist with the administration and vesting of RSUs. The vesting of the RSUs will be satisfied partially by transfer of shares by certain senior management members of the Company (who are not connected persons of the Company) at nil consideration to the trustee and partially by on-market purchases of shares by the trustee. The Company will provide sufficient funds to the trustee as the Board may in its absolute discretion determine to enable the trustee to satisfy its obligations in connection with the administration and vesting of RSUs granted.

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25 RESTRICTED STOCK UNITS (“RSUS”)

(b) Movements in the number of RSUs outstanding are as follows:

	Number of RSUs	
	Year ended 31 December	
	2025	2024
At the beginning of the year	1,519,375	3,791,000
Issue of shares under RSU scheme (Note 23(a))	(51,503)	(118,783)
Forfeited	(1,467,872)	(2,152,842)
At the end of the year	–	1,519,375

(c) The total expenses reversed in the consolidated income statement for RSUs are RMB10,000 for the year ended 31 December 2025 (2024: RMB94,000 recognised).

26 DIVIDENDS

Movements of dividend payables are as follows:

	Year ended 31 December	
	2025	2024
	RMB'000	RMB'000
At the beginning of the year	17	123
Dividends declared (a)	30,026	25,041
Dividends paid (a)	(30,026)	(25,147)
At the end of the year	17	17

(a) An annual dividend of HKD0.0131 per share amounting to RMB13,690,000 was announced on 26 March 2024 to the shareholders of the Company, among which RMB17,000 remained as dividend payables as at 31 December 2024. An interim dividend of HKD0.0288 per share (2024: HKD0.011 per share) amounting to RMB30,026,000 (2024: RMB11,351,000) was announced on 28 August 2025 to the shareholders of the Company and fully paid for the year ended 31 December 2025.

27 SHORT-TERM BORROWINGS

	As at 31 December	
	2025	2024
	RMB'000	RMB'000
Bank borrowings – principal (a)	45,600	25,702
Bank borrowings – interest payables	22	10
Other loans (b)	33,852	81,433
	79,474	107,145

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27 SHORT-TERM BORROWINGS (continued)

(a) Bank borrowings – principal

	As at 31 December	
	2025	2024
	RMB'000	RMB'000
Secured and guaranteed bank borrowings (i)	45,600	8,050
Unsecured bank borrowings	–	17,652
	45,600	25,702

(i) Certain secured bank borrowings are mortgaged by the property owned by Mrs. Zhang Fan, who is the wife of Mr. Yang Weihang being the non-controlling shareholder of Qijia Jumei (Suzhou) Refined Construction Technology Co., Ltd., amounted to RMB3,000,000 (2024: RMB8,050,000). Borrowings in amount of RMB2,600,000 were secured by property, plant and equipment of the Group with a carrying amount of RMB3,816,000 (2024: nil). Secured bank borrowings in amount of RMB40,000,000 as at 31 December 2025 were guaranteed by the subsidiary Shanghai Qiyu Information Technology Co., Ltd..

(ii) The weighted average interest rate of bank borrowings is 2.39% for the year ended 31 December 2025 (2024: 3.37%). The carrying amounts of the bank borrowings approximated their fair values.

(b) The carrying amounts of other loans are the secured borrowings associated with factoring arrangements of the trade receivables and debt investments at FVOCI and other financial institutions, and the relevant carrying amounts are as follows:

	As at 31 December	
	2025	2024
	RMB'000	RMB'000
Related to the debt investments at FVOCI (Note 17(b))	11,849	67,222
Related to the trade receivables (Note 20(b))	10,503	14,211
Related to the contract assets (Note 20(d))	11,500	–
	33,852	81,433

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28 TRADE AND OTHER PAYABLES AND CONTRACT LIABILITIES

	As at 31 December	
	2025	2024
	RMB'000	RMB'000
Trade payables (c)	268,725	314,965
Other payables		
Quality and performance guarantee deposits	69,567	78,667
Deposits payables (a)	40,793	59,875
Amount due to related parties (Note 31(d))	424	1,592
Decoration payments collected on behalf of merchants	1,988	1,161
Dividend payables (Note 26)	17	17
Other accrued expenses and payables	31,323	29,527
Total other payables	144,112	170,839
Others		
Staff salaries and welfare payables	40,741	51,085
Accrued taxes other than income tax	21,373	37,152
Total trade and other payables	474,951	574,041
Contract liabilities (b)	53,524	62,288

(a) Deposits payables mainly represent security deposits from users of the Group's escrow payment services.

(b) Contract liabilities represent prepayments made by customers in exchange for goods or services to be provided by the Group in subsequent period, primarily in relation to target marketing services, and interior design and construction services.

During the year ended 31 December 2025, RMB44,556,000 of the revenue recognised relates to carried-forward contract liabilities (2024: RMB131,137,000).

(c) The aging analysis of the trade payables based on invoice date was as follows:

	As at 31 December	
	2025	2024
	RMB'000	RMB'000
Within 1 month	66,650	88,534
Over 1 month and within 3 months	42,711	22,085
Over 3 months and within 1 year	95,048	139,440
Over 1 year	64,316	64,906
	268,725	314,965

The carrying amounts of trade payables include the amounts associated with endorsement arrangements of the notes receivables, and the relevant carrying amounts are as follows:

	As at 31 December	
	2025	2024
	RMB'000	RMB'000
Related to the notes receivables (Note 20(a))	50	1,607

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29 CASH FLOW INFORMATION

(a) Reconciliation from loss before income tax to cash used in operations:

	Year ended 31 December	
	2025	2024
	RMB'000	RMB'000
Loss before income tax	(66,681)	(128,771)
<i>Adjustments for:</i>		
Finance income (Note 9)	(30,344)	(39,311)
Finance costs (Note 9)	4,702	6,447
Depreciation of property, plant and equipment (Note 12(a))	8,209	7,642
Depreciation of right-of-use assets (Note 12(b))	7,816	9,238
Amortisation of intangible assets (Note 13)	803	1,049
Net loss on disposal of property, plant and equipment (Note 8)	144	101
Net loss on disposal of investments accounted for using equity method (Note 8)	4,370	132
Net gain on termination of lease contracts (Note 8)	(1,866)	(389)
Net impairment losses on financial and contract assets	4,521	24,694
Share of results of investments accounted for using equity method (Note 16)	(252)	9,848
(Reversal of impairment loss)/Impairment loss on investments accounted for using the equity method (Note 8)	(26,796)	30,710
Impairment loss on slow moving inventories (Note 18)	4,031	–
Dividends received from financial assets at FVPL (Note 8)	(106)	(281)
Fair value changes of financial assets at FVPL (Note 8)	(19,081)	425
Share-based compensation (Note 25(c))	(10)	94
<i>Changes in working capital:</i>		
Increase in inventories	(46,211)	(20,403)
Decrease in contract assets	34,217	1,843
Decrease/(increase) in trade and other receivables and prepayments to suppliers	35,160	(57,812)
Decrease in debt investments at FVOCI	60,632	70,640
Increase in restricted cash	(43,533)	(60,880)
Decrease in contract liabilities	(8,765)	(78,388)
(Decrease)/increase in trade and other payables	(99,204)	154,468
Cash used in operations	(178,244)	(68,904)

(b) In the consolidated statement of cash flows, proceeds from disposal of property, plant and equipment comprise:

	Year ended 31 December	
	2025	2024
	RMB'000	RMB'000
Net book amount	369	322
Net loss on disposal of property, plant and equipment (Note 8)	(144)	(101)
Proceeds from disposal of property, plant and equipment	225	221

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29 CASH FLOW INFORMATION (continued)

(c) Non-cash investing and financing activities

During the year ended 31 December 2025, property, plant and equipment amounted to RMB3,826,000 and right-of-use assets amounted to RMB3,687,000 were acquired by the Group in February 2025 as non-cash consideration to offset the outstanding trade receivable from a debtor. The Group did not have any material non-cash investing and financing activities for the year ended 31 December 2024.

During the year ended 31 December 2025, the Group completed a non-cash transaction involving the transfer of right-of-use assets related to car parking spaces. Certain of these right-of-use assets, originally recognised upon the settlement of trade receivables from a debtor, were subsequently derecognised when transferred to a supplier in full settlement of outstanding trade payables.

The carrying amount of the right-of-use assets derecognised amounted to RMB516,000, and the trade and other payables settled amounted to RMB516,000. No gain or loss arose from this transaction.

These transactions did not involve cash receipts or disbursements and are therefore excluded from the consolidated statement of cash flows.

(d) Net cash reconciliation

	Cash and cash equivalents	Short-term borrowings	Lease liabilities	Total
	RMB'000	RMB'000	RMB'000	RMB'000
Net cash as at 1 January 2024	259,612	(212,776)	(32,927)	13,909
Cash flows	(141,651)	111,016	12,779	(17,856)
Acquisition – leases	–	–	(20,965)	(20,965)
Amendment – leases	–	–	3,838	3,838
Accrued interest (Note 9)	–	(5,385)	(1,062)	(6,447)
Termination of leases contracts (Note 12(b)(i))	–	–	5,323	5,323
Foreign exchange adjustments	1,190	–	–	1,190
Net cash as at 31 December 2024	119,151	(107,145)	(33,014)	(21,008)
Cash flows	(43,918)	31,394	7,560	(4,964)
Acquisition – leases	–	–	(4,382)	(4,382)
Amendment – leases	–	–	499	499
Accrued interest (Note 9)	–	(3,723)	(979)	(4,702)
Termination of leases contracts (Note 12(b)(i))	–	–	22,122	22,122
Foreign exchange adjustments	(658)	–	–	(658)
Net cash as at 31 December 2025	74,575	(79,474)	(8,194)	(13,093)

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30 COMMITMENTS

(a) Operating lease commitments

The Group leases various offices and stores under non-cancellable operating leases expiring within 1 year to 5 years. The leases have varying terms, escalation clauses and renewal rights. On renewal, the terms of the leases are renegotiated.

The Group has recognised right-of-use assets for these leases, except for short-term leases and leases of low-value assets, see Note 12(b) for further information.

	As at 31 December	
	2025	2024
	RMB'000	RMB'000
Future lease payments under non-cancellable leases not recognised in the consolidated balance sheet are as follows:		
Within 1 year	285	952

31 RELATED PARTY TRANSACTIONS

Related parties are those parties that have the ability to control or exert significant influence over the other party in holding power over the investee; exposure or rights, to variable returns from its involvement with the investee; and the ability to use its power over the investee to affect the amount of the investor's returns. Parties are also considered to be related if they are subject to common control. Related parties may be individuals or other entities.

- (a) Saved as disclosed elsewhere in these financial statements, the directors of the Company are of the view that the following parties/companies were related parties that had transaction or balances with the Group during the year:

Name of related parties	Relationship with the Group
Mr. Deng	Controlling shareholder and executive director of the Company
Ms. Sun Jie (孫傑)	Spouse of controlling shareholder and executive director
Mr. Yang Weihao (楊衛涵)	Non-controlling shareholder
Mr. Zhang Huawei (張華巍)	Non-controlling shareholder
Shanghai Ruiqi Information Technology Co., Ltd. (上海瑞齊信息科技有限公司, "Shanghai Ruiqi")	Controlled by the controlling shareholder
Shanghai Qijia E-commerce Co., Ltd. (上海齊家電子商務有限公司, "Shanghai Qijia E-commerce")	Controlled by the controlling shareholder
Qeeka Zhengyi Home Holding Limited (“Qeeka Zhengyi Home”)	Controlled by key management personnel

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31 RELATED PARTY TRANSACTIONS (continued)

(b) Transactions in non-trade nature with related parties

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
(i) <i>Loans provided to a related party</i>		
Mr. Zhang Huawei	–	1,750
Loans provided by the Group were unsecured, interest-free and repayable on demand.		
(ii) <i>Repayment of loans by related parties</i>		
Mr. Yang Weihai	210	–
Ms. Sun Jie	40	–
Mr. Zhang Huawei	–	1,545
	250	1,545
(iii) <i>Lease from a related party</i>		
Shanghai Qijia E-commerce	255	509
(v) <i>Interest expenses on lease liabilities to a related party</i>		
Ms. Sun Jie	22	27
(vi) <i>Purchases of leasehold improvement from a related party</i>		
Shanghai Qijia E-commerce	–	2,288

(c) Transactions in trade nature with related parties

(i) <i>Sales of goods to a related party</i>		
Shanghai Ruiqi	–	67
(ii) <i>Service income from a related party</i>		
Shanghai Qijia E-commerce	512	493
(iii) <i>Purchases of goods from a related party</i>		
Qeeka Zhengyi Home	–	137

In the opinion of the Company's directors, the above related party transactions were carried out in the ordinary course of the business and in accordance with the term of the underlying agreements.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

31 RELATED PARTY TRANSACTIONS (continued)

(d) Year-end balances with related parties

	As at 31 December	
	2025 RMB'000	2024 RMB'000
<i>Trade receivables due from related parties:</i>		
Shanghai Ruiqi	347	349
<i>Loans due from related parties:</i>		
Mr. Yang Weihan	1,030	980
Mr. Zhang Huawei	455	455
	1,485	1,435
<i>Other receivables due from related parties:</i>		
Qeeka Zhengyi Home	65	–
<i>Prepayments to related parties:</i>		
Shanghai Qijia E-commerce	–	28
<i>Amounts due to related parties:</i>		
Shanghai Qijia E-commerce	–	1,455
Mr. Yang Weihan	270	–
Qeeka Zhengyi Home	154	137
	424	1,592
<i>Lease liabilities due to related parties:</i>		
Ms. Sun Jie	434	541

Except for lease liabilities due to related parties, receivables and payables from/(to) the above related parties were unsecured, interest-free and repayable on demand. The amounts due from related parties are neither past due nor credit-impaired. The carrying amounts of the amounts due from/(to) related parties approximate their fair values and are denominated in RMB.

(e) Key management compensation

Key management includes directors (executive and non-executive) and the senior management of the Group. The compensation paid or payable to key management personnel for employee services is shown below:

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
Directors' fee and salaries	2,486	2,460
Discretionary bonuses	964	486
Pension cost – defined contribution plans	259	317
Other social security costs, housing benefits and other employee benefits	276	339
	3,985	3,602

Notes to the Consolidated Financial Statements

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32 CONTINGENT LIABILITIES

As at 31 December 2025, the Group has been involved in a litigation concerning settlement dispute with a supplier with the claim amount of RMB5,657,000. The Group is unable to reasonably estimate the contingent liabilities that may arise. As at 31 December 2024, the Group did not have any material contingent liabilities.

33 BALANCE SHEET AND RESERVES MOVEMENTS OF THE COMPANY

		As at 31 December	
	Notes	2025	2024
		RMB'000	RMB'000
ASSETS			
Non-current assets			
Investments in subsidiaries		277,819	277,829
Current assets			
Other receivables		188	184
Amounts due from subsidiaries		565,810	1,820,431
Financial assets at fair value through profit or loss ("FVPL")		272	379
Cash and cash equivalents		3,510	2,678
Total current assets		569,780	1,823,672
Total assets		847,599	2,101,501
EQUITY			
Share capital	23	761	761
Share premium	23	2,169,511	2,199,577
Other reserves	33(a)	(91,230)	(50,858)
Treasury shares	23(a)	(35,277)	(35,367)
Accumulated losses		(1,281,740)	(95,604)
Total equity		762,025	2,018,509
LIABILITIES			
Current liabilities			
Other payables		8,015	1,414
Amounts due to subsidiaries		77,559	81,578
Total current liabilities		85,574	82,992
Total liabilities		85,574	82,992
Total equity and liabilities		847,599	2,101,501

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

33 BALANCE SHEET AND RESERVES MOVEMENTS OF THE COMPANY (continued)

Note (a) Reserves movements of the Company

	Capital reserve	Currency translation differences	Share option reserve	RSUs reserve	FVOCI reserve	Total
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
At 1 January 2024	(188,495)	145,161	15,309	392	(51,174)	(78,807)
Currency translation differences	–	27,971	–	–	–	27,971
Share-based compensation under RSUs (Note 25)	–	–	–	94	–	94
Issue of shares under RSU scheme	–	–	–	(116)	–	(116)
As at 31 December 2024	(188,495)	173,132	15,309	370	(51,174)	(50,858)
At 1 January 2025	(188,495)	173,132	15,309	370	(51,174)	(50,858)
Currency translation differences	–	(40,312)	–	–	–	(40,312)
Share-based compensation under RSUs (Note 25)	–	–	–	(10)	–	(10)
Issue of shares under RSU scheme	–	–	–	(50)	–	(50)
As at 31 December 2025	(188,495)	132,820	15,309	310	(51,174)	(91,230)

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

34 BENEFITS AND INTERESTS OF DIRECTORS

(a) Directors' and chief executive's emoluments

Remuneration of every director is set out below,

	Year ended 31 December 2025							Total RMB'000
	Director's fee RMB'000	Salaries RMB'000	Discretionary bonuses RMB'000	Pension cost-defined contribution plans RMB'000	Other social security costs, housing benefits and other employee benefits RMB'000	Share-based compensation expenses RMB'000		
Executive Directors								
Mr. Deng	-	703	660	71	74	-		1,508
Mr. TIAN Yuan (田原)	-	346	-	48	55	-		449
Ms. SUN Jie (孫傑)	-	544	160	68	72	-		844
Non-executive Directors								
Mr. ZHAO Guibin (趙貴賓)	-	-	-	-	-	-		-
Mr. ZHOU Wei (周偉)	-	-	-	-	-	-		-
Mr. XIE Tian (謝天)	-	-	-	-	-	-		-
Independent non-executive Directors								
Mr. ZHANG Lihong (張禮洪)	82	-	-	-	-	-		82
Mr. CAO Zhiguang (曹志廣)	82	-	-	-	-	-		82
Mr. WONG Man Chung Francis (黃文宗)	109	-	-	-	-	-		109
Mr. LAM Siu Wing (林兆榮)	158	-	-	-	-	-		158
	431	1,593	820	187	201	-		3,232

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

34 BENEFITS AND INTERESTS OF DIRECTORS (continued)

(a) Directors' and chief executive's emoluments (continued)

	Year ended 31 December 2024						
	Director's fee RMB'000	Salaries RMB'000	Discretionary bonuses RMB'000	Pension cost-defined contribution plans RMB'000	Other social security costs, housing benefits and other employee benefits RMB'000	Share-based compensation expenses RMB'000	Total RMB'000
Executive Directors							
Mr. Deng	–	656	203	71	74	–	1,004
Mr. GAO Wei (高巍)	–	348	49	46	50	–	493
Mr. TIAN Yuan (田原)	–	372	8	59	67	–	506
Ms. SUN Jie (孫傑)	–	267	141	71	74	–	553
Non-executive Directors							
Mr. LI Gabriel (李基培)	–	–	–	–	–	–	–
Mr. ZHAO Guibin (趙貴賓)	–	–	–	–	–	–	–
Mr. XIAO Yang (肖陽)	–	–	–	–	–	–	–
Mr. ZHOU Wei (周偉)	–	–	–	–	–	–	–
Mr. XIE Tian (謝天)	–	–	–	–	–	–	–
Independent non-executive Directors							
Mr. ZHANG Lihong (張禮洪)	82	–	–	–	–	–	82
Mr. CAO Zhiguang (曹志廣)	82	–	–	–	–	–	82
Mr. WONG Man Chung Francis (黃文宗)	256	–	–	–	–	–	256
	420	1,643	401	247	265	–	2,976

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

34 BENEFITS AND INTERESTS OF DIRECTORS (continued)

(a) Directors' and chief executive's emoluments (continued)

Mr. GAO Wei (高巍) was appointed as an executive director from 2 April 2018 to 17 June 2024. Ms. SUN Jie (孫傑) was elected as an executive director of the Company on 17 June 2024.

Mr. LI Gabriel (李基培) was appointed as a non-executive director from 2 April 2018 to 19 November 2024. Mr. XIAO Yang (肖陽) was appointed as a non-executive director from 23 June 2022 to 29 November 2024. Mr. ZHAO Guibin (趙貴賓) was re-elected as a non-executive director of the Company on 23 May 2023. Mr. ZHOU Wei (周偉) was elected as non-executive director of the Company on 19 November 2024. Mr. XIE Tian (謝天) was elected as non-executive director of the Company on 29 November 2024.

Mr. ZHANG Lihong (張禮洪) and Mr. CAO Zhiguang (曹志廣) were re-elected as independent non-executive directors of the Company on 21 May 2024. Mr. WONG Man Chung Francis (黃文宗) was re-elected as an independent non-executive director of the Company on 23 May 2022. Mr. WONG Man Chung Francis resigned as an independent non-executive Director of the Company on 4 June 2025. Mr. LAM Siu Wing was appointed as an independent non-executive director of the Company on 4 June 2025.

No retirement or termination benefits have been paid to the Company's directors for the years ended 31 December 2025 and 2024 respectively.

Except for the loans due from related parties disclosed in Note 31(d), no loans, quasi-loans or other dealings are entered into by the Company in favor of directors, controlled bodies corporate by and connected entities with such directors for the years ended 31 December 2025 and 2024 respectively.

No significant transactions, arrangements and contracts in relation to the Company's business to which the Company was a party and in which a director of the Company had a material interest, whether directly or indirectly, subsisted during the years ended 31 December 2025 and 2024.

No consideration was provided to third parties for making available directors' services during the years ended 31 December 2025 and 2024.

During the years ended 31 December 2025 and 2024, no emoluments were paid by the Group to the directors of the Company or the five highest paid individuals (including directors and employees) as an inducement to join or upon joining the Group or as compensation for loss of office. None of the directors of the Company have waived any emoluments during the year ended 31 December 2025 (2024: nil).

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34 BENEFITS AND INTERESTS OF DIRECTORS (continued)

(b) Five highest paid individuals' emoluments

The five individuals whose emoluments were the highest in the Group for the year ended 31 December 2025 include 3 directors whose emoluments are reflected in the analysis presented above (2024: 1). The emoluments payable to the remaining 2 individuals during the year ended 31 December 2025 respectively are as follows (2024: 4):

	Year ended 31 December	
	2025	2024
	RMB'000	RMB'000
Salaries	529	1,361
Discretionary bonuses	1,206	557
Pension costs – defined contribution plans	80	202
Other social security costs, housing benefits and other employee benefits	80	231
	1,895	2,351

The emoluments of these individuals are within the following bands:

	Number of individuals	
	Year ended 31 December	
	2025	2024
HKD		
Nil – 1,000,000	1	4
1,000,001 – 1,500,000	1	–
	2	4

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35 SUBSIDIARIES

(a) Particulars of the subsidiaries of the Group are set out below:

Company name	Country/place and date of incorporation/ establishment and kind of legal entity	Issued and paid up capital or registered capital (RMB'000)	Effective interests held by the Group%		Direct or indirect	Principal activities and place of operation
			At 31 December 2025	2024		
Qijia Holding Limited.	BVI, 25 November 2014	USD 50	100%	100%	Direct	Investment holding company in BVI
Jia (Hong Kong) Limited	HK, 9 December 2014	HKD 10	100%	100%	Indirect	Investment holding company in HK
Qijia (Shanghai) Network Technology Co., Ltd.	PRC, 16 April 2015, LLC	USD 290,000	100%	100%	Indirect	Provision of Platform Service in Mainland China
Qi Home (Shanghai) Information Technology Co., Ltd.	PRC, 5 June 2015, LLC	USD 50,000	100%	100%	Indirect	Provision of Platform Service in Mainland China
Shanghai Qijia Network Information Technology Co., Ltd.	PRC, 9 August 2007, INC.	50,265	100%	100%	Indirect	Provision of Platform Service in Mainland China
Shanghai Qiyi Information Technology Co., Ltd.	PRC, 8 September 2011, LLC	5,000	100%	100%	Indirect	Provision of Platform Service in Mainland China
Shanghai Qiyu Information Technology Co., Ltd.	PRC, 23 September 2015, LLC	325,050	100%	100%	Indirect	Information Technology Service in Mainland China
Shanghai Qijia Qianbao Financial Information Service Co., Ltd.	PRC, 2 December 2013, LLC	6,000	75%	75%	Indirect	Financial Information Service in Mainland China
Shanghai Qixu investment and management Co., Ltd.	PRC, 22 September 2014, LLC	1,000	100%	100%	Indirect	Investment Management in Mainland China
Shanghai Qisheng E-Commerce Co., Ltd.	PRC, 24 March 2010, LLC	5,000	100%	100%	Indirect	Electronic Commerce in Mainland China
Fujian Qijia Network Information Technology Co., Ltd.	PRC, 9 January 2015, LLC	30,000	100%	100%	Indirect	Provision of Supply Chain Service in Mainland China
Brausen (Fujian) Decoration Engineering Co., Ltd.	PRC, 23 June 2006, LLC	50,000	100%	100%	Indirect	Provision of Self-operated interior design and construction services in Mainland China
Qijia Jumei (Suzhou) Refined Construction Technology Co., Ltd.	PRC, 30 August 2016, LLC	80,000	67.63%	67.63%	Indirect	Provision of Self-operated interior design and construction services in Mainland China
Suzhou Qijia Jumei Supply Chain Management Co., Ltd. (Previous name: Suzhou Tea Horse Road Trading Co., Ltd.)	PRC, 22 February 2017, LLC	1,000	67.63%	67.63%	Indirect	Provision of Self-operated interior design and construction services in Mainland China
Henan Qijia Jumei Decoration Design Engineering Co., Ltd.	PRC, 26 May 2017, LLC	2,000	47.34% (iv)	47.34%	Indirect	Provision of Self-operated interior design and construction services in Mainland China
Quanzhou Brausen Decoration Engineering Co., Ltd.	PRC, 10 June 2014, LLC	1,520	57.50%	57.50%	Indirect	Provision of Self-operated interior design and construction services in Mainland China

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35 SUBSIDIARIES (continued)

(a) (continued)

Company name	Country/place and date of incorporation/ establishment and kind of legal entity	Issued and paid up capital or registered capital (RMB'000)	Effective interests held by the Group%		Direct or indirect	Principal activities and place of operation
			At 31 December 2025	2024		
Brausen (Xiamen) Decoration Engineering Co., Ltd.	PRC, 10 November 2014, LLC	1,300	51%	51%	Indirect	Provision of Self-operated interior design and construction services in Mainland China
Fuzhou Changle Brausen Decoration Engineering Co., Ltd.	PRC, 25 April 2017, LLC	800	55%	55%	Indirect	Provision of Self-operated interior design and construction services in Mainland China
Beijing Qisu Information Technology Co., Ltd.	PRC, 8 June 2018, LLC	USD100	100%	100%	Indirect	Provision of Platform Service in Mainland China
Shanghai Qilai Furniture and Decorations Co., Ltd.	PRC, 31 July 2019, LLC	50,000	100%	100%	Indirect	Provision of Supply Chain Service in Mainland China
Shanghai Mingqi investment and management Co., Ltd.	PRC, 5 February 2020, LLC	10,000	100%	100%	Indirect	Investment Management in Mainland China
Fujian Zhixiu Information Technology Co., Ltd.	PRC, 9 March 2020, LLC	10,000	100%	100%	Indirect	Information Technology Service in Mainland China
Shanghai Kangtan Information Technology Co., Ltd.	PRC, 3 September 2020, LLC	10,000	100%	100%	Indirect	Information Technology Service in Mainland China
Shanghai Zhubei Information Technology Co., Ltd.	PRC, 29 September 2018, LLC	25,000	100%	100%	Indirect	Information Technology Service in Mainland China
Shanghai Qiyuan Intelligent Technology Co., Ltd.	PRC, 16 October 2017, LLC	1,111	100%	100%	Indirect	Information Technology Service in Mainland China
Shanghai Ashen Information Technology Co., Ltd.	PRC, 18 November 2020, LLC	5,000	100%	100%	Indirect	Information Technology Service in Mainland China
Qijia (Cayman) Limited	Cayman Islands, 25 February 2021	USD50	100%	100%	Direct	Investment holding company in Cayman Islands
Castor Renovation Technology Limited	HK, 25 March 2021	– (i)	100%	100%	Indirect	Operation of online stores on e-commerce platforms and sales of products overseas
Shanghai Qijiadianshang Technology Co., Ltd.	PRC, 3 September 2021, LLC	1,000	100%	100%	Indirect	Information Technology Service in Mainland China
Shanghai Castor Technology Co., Ltd.	PRC, 13 September 2021, LLC	USD25,000	100%	100%	Indirect	Operation of online stores on e-commerce platforms and procurement of products in Mainland China
Shanghai Qihong Intelligence Technology Co., Ltd.	PRC, 2 March 2022, LLC	10,000	100%	100%	Indirect	Provision of Self-operated interior design and construction services in Mainland China

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35 SUBSIDIARIES (continued)

(a) (continued)

Company name	Country/place and date of incorporation/ establishment and kind of legal entity	Issued and paid up capital or registered capital (RMB'000)	Effective interests held by the Group%		Direct or indirect	Principal activities and place of operation
			At 31 December 2025	2024		
Shanghai Heqi Enterprise Management Partnership (Limited Partnership)	PRC, 12 August 2022, LLP	1,510	100%	100%	Indirect	Provision of Platform Service in Mainland China
Laokefei (Shanghai) Sanitary Ware Co., Ltd.	PRC, 29 September 2022, LLC	1,000	100%	100%	Indirect	Provision of Supply Chain Service in Mainland China
Shanghai Brausen Decoration Engineering Co., Ltd.	PRC, 18 October 2022, LLC	20,000	100%	100%	Indirect	Provision of Self-operated interior design and construction services in Mainland China
Sanming Qizhijia Human Resources Co., Ltd.	PRC, 19 December 2022, LLC	1,000	100%	100%	Indirect	Provision of Platform Service in Mainland China
UK Newrgy International Trade Co., Ltd.	UK, 20 February 2023, LLC	USD10	100%	100%	Indirect	Provision of Platform Service in UK
Qijianet (Shandong) Human Resources Co., Ltd.	PRC, 1 March 2023, LLC	3,000	100%	100%	Indirect	Provision of Platform Service in Mainland China
Quanzhou Jiemai Technology Co., Ltd.	PRC, 13 July 2023, LLC	778	51%	51%	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Quanzhou Jingtong Yigou E-commerce Co., Ltd.	PRC, 21 July 2023, LLC	500	51%	51%	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Shanghai Qili Information Technology Co., Ltd.	PRC, 3 April 2024, LLC	100	100%	100%	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Shanghai Qiyun Information Technology Co., Ltd.	PRC, 3 April 2024, LLC	100	100%	100%	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Shanghai Qishu Information Technology Co., Ltd.	PRC, 7 April 2024, LLC	100	100%	100%	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Shanghai Qiran Information Technology Co., Ltd.	PRC, 29 April 2024, LLC	100	100%	100%	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Shanghai Qixun Information Technology Co., Ltd.	PRC, 8 May 2024, LLC	100	100%	100%	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Shanghai Qiji Information Technology Co., Ltd.	PRC, 9 May 2024, LLC	100	100%	100%	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Shanghai Qilai Information Technology Co., Ltd.	PRC, 9 May 2024, LLC	100	100%	100%	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Shanghai Qixian Information Technology Co., Ltd.	PRC, 10 May 2024, LLC	100	100%	100%	Indirect	Operation of online stores on e-commerce platforms in Mainland China

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35 SUBSIDIARIES (continued)

(a) (continued)

Company name	Country/place and date of incorporation/ establishment and kind of legal entity	Issued and paid up capital or registered capital (RMB'000)	Effective interests held by the Group%		Direct or indirect	Principal activities and place of operation
			At 31 December 2025	2024		
Shanghai Qixi Information Technology Co., Ltd.	PRC, 10 May 2024, LLC	100	100%	100%	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Shanghai Xinqi Information Technology Co., Ltd.	PRC, 10 May 2024, LLC	100	100%	100%	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Shanghai Qiqi Information Technology Co., Ltd.	PRC, 11 May 2024, LLC	100	100%	100%	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Shanghai Qilli Information Technology Co., Ltd.	PRC, 11 May 2024, LLC	100	100%	100%	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Shanghai Yuanxiang International Logistics Co., Ltd.	PRC, 19 June 2024, LLC	100	100%	100%	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Shanghai Zhuoyi Youcai Information Technology Co., Ltd.	PRC, 1 August 2024, LLC	5,000	100%	100%	Indirect	Information Technology Service in Mainland China
Shenzhen Yidachen Information Technology Co., Ltd.	PRC, 9 January 2025, LLC	100	100% (iii)	N/A	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Shenzhen Jingkeda Information Technology Co., Ltd.	PRC, 9 January 2025, LLC	100	100% (iii)	N/A	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Shanghai Kelfu Technology Co., Ltd.	PRC, 17 January 2025, LLC	100	100% (iii)	N/A	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Shanghai Chuangbeirui Technology Co., Ltd.	PRC, 16 January 2025, LLC	100	100% (iii)	N/A	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Shanghai Gezhuo Ao Technology Co., Ltd.	PRC, 20 January 2025, LLC	100	100% (iii)	N/A	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Shanghai Chuangjieyi Technology Co., Ltd.	PRC, 14 January 2025, LLC	100	100% (iii)	N/A	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Shenzhen Yilejie Information Technology Co., Ltd.	PRC, 10 February 2025, LLC	100	100% (iii)	N/A	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Shanghai Changjing Tianxia E-commerce Co., Ltd.	PRC, 14 February 2025, LLC	100	80% (iii)	N/A	Indirect	Operation of online stores on e-commerce platforms in Mainland China
VivaHaus Trading Limited	USA, 17 February 2025, LLC	USD1,000	100% (iii)	N/A	Indirect	Operation of online stores on e-commerce platforms in Mainland China

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35 SUBSIDIARIES (continued)

(a) (continued)

Company name	Country/place and date of incorporation/ establishment and kind of legal entity	Issued and paid up capital or registered capital (RMB'000)	Effective interests held by the Group% At 31 December 2025	2024	Direct or indirect	Principal activities and place of operation
Dachen Information Technology Co., Ltd., Ninghua County, Fujian Province	PRC, 5 August 2024, LLC	30	N/A (ii)	100%	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Shunke Information Technology Co., Ltd., Ninghua County, Fujian Province	PRC, 5 August 2024, LLC	30	N/A (ii)	100%	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Fujian Ninghua Youke Information Technology Co., Ltd.	PRC, 5 August 2024, LLC	30	N/A (ii)	100%	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Fujian Ninghua County Dimension Information Technology Co., Ltd.	PRC, 5 August 2024, LLC	30	N/A (ii)	100%	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Tuoda Information Technology Co., Ltd., Ninghua County, Fujian Province	PRC, 12 August 2024, LLC	30	N/A (ii)	100%	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Yigao Information Technology Co., Ltd., Ninghua County, Fujian Province	PRC, 12 August 2024, LLC	30	N/A (ii)	100%	Indirect	Operation of online stores on e-commerce platforms in Mainland China
Beijing Brausen Home Furnishing Decoration Co., Ltd.	PRC, 6 September 2017, LLC	5,000	N/A (ii)	100%	Indirect	Provision of Self-operated interior design and construction services in Mainland China
Ningbo Zhuqi Decoration Engineering Co., Ltd.	PRC, 3 June 2021, LLC	5,000	N/A (ii)	100%	Indirect	Provision of Self-operated interior design and construction services in Mainland China
Fujian Zhubei Information Technology Co., Ltd.	PRC, 13 April 2020, LLC	10,000	N/A (ii)	100%	Indirect	Information Technology Service in Mainland China
Shanghai Zhuqi Intelligent Technology Co., Ltd.	PRC, 24 March 2021, LLC	5,000	N/A (ii)	100%	Indirect	Provision of Self-operated interior design and construction services in Mainland China

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35 SUBSIDIARIES (continued)

(a) (continued)

- (i) The registered capital of Castor Renovation Technology Limited is HKD1.
- (ii) In 2025, the Group liquidated Dachen Information Technology Co., Ltd., Ninghua County, Fujian Province, Shunke Information Technology Co., Ltd., Ninghua County, Fujian Province, Fujian Ninghua Youke Information Technology Co., Ltd., Fujian Ninghua County Dimension Information Technology Co., Ltd., Tuoda Information Technology Co., Ltd., Ninghua County, Fujian Province, Yigao Information Technology Co., Ltd., Ninghua County, Fujian Province, Beijing Brausen Home Furnishing Decoration Co., Ltd., Ningbo Zhuqi Decoration Engineering Co., Ltd., Fujian Zhubei Information Technology Co., Ltd., and Shanghai Zhuqi Intelligent Technology Co., Ltd..

In 2024, the Group liquidated Shanghai Qingyun Shuxiang Construction Technology Co., Ltd. and Anhui Qizhijia Human Resources Co., Ltd.

- (iii) The Group set up Shenzhen Yidachen Information Technology Co., Ltd., Shenzhen Jingkeda Information Technology Co., Ltd., Shanghai Kelfu Technology Co., Ltd., Shanghai Chuangbeirui Technology Co., Ltd., Shanghai Gezhuo Ao Technology Co., Ltd., Shanghai Chuangjieyi Technology Co., Ltd., Shenzhen Yilejie Information Technology Co., Ltd., Shanghai Changjing Tianxia E-commerce Co., Ltd., VivaHaus Trading Limited during the year ended 31 December 2025.
- (iv) Control is established through the Company holds 67.63% interest in Qijia Jumei (Suzhou) Refined Construction Technology Co., Ltd., which in turn holds 70% of interest in Henan Qijia Jumei Decoration Design Engineering Co., Ltd. with the effective interest of 47.34%.

(b) Material non-controlling interests

Summarised financial information on the subsidiary with material non-controlling interests as at 31 December 2025 and for the year ended 31 December 2025 is as follows:

	Assets RMB'000	Liabilities RMB'000	Revenue RMB'000	Losses RMB'000	Deficit RMB'000	Non- controlling interests RMB'000
Qijia Jumei (Suzhou) Refined Construction Technology Co., Ltd.	350,080	388,996	345,698	(14,666)	(38,916)	(12,597)

Summarised financial information on the subsidiary with material non-controlling interests as at 31 December 2024 and for the year ended 31 December 2024 is as follows:

	Assets RMB'000	Liabilities RMB'000	Revenue RMB'000	Losses RMB'000	Deficit RMB'000	Non- controlling interests RMB'000
Qijia Jumei (Suzhou) Refined Construction Technology Co., Ltd.	505,805	530,019	583,748	(17,171)	(24,214)	(7,838)

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36 SUMMARY OF OTHER ACCOUNTING POLICIES

This note provides a list of other potentially material accounting policies adopted in the preparation of these consolidated financial statements. These policies have been consistently applied to all the years presented, unless otherwise stated. The financial statements are for the Group consisting of the Company and its subsidiaries.

36.1 Principles of consolidation and equity accounting

(i) Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity where the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the relevant activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date when control ceases.

(a) Subsidiaries controlled through Contractual Arrangements (as defined below)

The wholly-owned subsidiary of the Company, Qijia (Shanghai) Network Technology Co., Ltd. (齊家網(上海)網絡科技有限公司, "Qijia WFOE"), has entered into a series of contractual arrangements (referred to as "Contractual Arrangements"), including Cooperation Agreement, Purchase Option Agreement, Equity Interest Pledge Agreement, Shareholders' Voting Rights Agreement and Irrevocable Powers of Attorney, with Shanghai Qijia Information Technology Co., Ltd. (上海齊家網信息科技股份有限公司, "Shanghai Qijia") and its equity holders, which enable Qijia WFOE and the Group to:

- govern the financial and operating policies of Shanghai Qijia;
- exercise equity holders' voting rights of Shanghai Qijia;
- receive substantially all of the economic interest returns generated by Shanghai Qijia in consideration for the technology consulting and services provided by Qijia WFOE;
- obtain an irrevocable and exclusive right to purchase all or part of the equity interests in Shanghai Qijia from the respective equity holders at a minimum purchase price permitted under People's Republic of China (the "PRC") laws and regulations. Qijia WFOE may exercise such options at any time until it has acquired all equity interests of Shanghai Qijia; and
- obtain a pledge over the entire equity interests of Shanghai Qijia from its respective equity holders as collateral security for all of Shanghai Qijia's payments due to Qijia WFOE and to secure performance of Shanghai Qijia's obligation under the Contractual Arrangements.

As a result of the Contractual Arrangements, the Group has right to exercise power over Shanghai Qijia, receive variable returns from its involvement with Shanghai Qijia, has the ability to affect those returns through its power over Shanghai Qijia and thus is considered to control Shanghai Qijia. Consequently, the Company regards Shanghai Qijia and its subsidiaries as controlled structured entities and consolidated the financial position and results of operations of these entities in the consolidated financial statements of the Group.

Nevertheless, the Contractual Arrangements may not be as effective as direct legal ownership in providing the Group with direct control over Shanghai Qijia and its subsidiaries. Uncertainties presented by the PRC legal system could impede the Group's beneficiary rights of the results, assets and liabilities of Shanghai Qijia and its subsidiaries. The directors of the Company consider that the Contractual Arrangements among Qijia WFOE, Shanghai Qijia and its equity holders are in compliance with the relevant PRC laws and regulations and are legally binding and enforceable.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

36 SUMMARY OF OTHER ACCOUNTING POLICIES (continued)

36.1 Principles of consolidation and equity accounting (continued)

(ii) Associates

Associates are all entities over which the Group has significant influence but not control or joint control. This is generally the case where the Group holds between 20% and 50% of the voting rights or representation on the board of directors.

Investments in associates are accounted for using the equity method of accounting (Note 16), after initially being recognised at cost.

(iii) Equity method

Under the equity method of accounting, the investments are initially recognised at cost and adjusted thereafter to recognise the Group's share of the post-acquisition profits or losses of the investee in consolidated income statement, and the Group's share of movements in other comprehensive income of the investee in other comprehensive income. Dividends received or receivable from associates are recognised as a reduction in the carrying amount of the investment.

When the Group's share of losses in an equity-accounted investment equals or exceeds its interest in the entity, including any other unsecured long-term receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the other entity.

Unrealised gains on transactions between the Group and its associates are eliminated to the extent of the Group's interest in these entities. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Adjustment have been made where necessary to ensure consistency with the policies adopted by the Group.

The carrying amount of equity accounted investments is tested for impairment in accordance with the policy described in Note 4.

(iv) Changes in ownership interests

The Group treats transactions with non-controlling interests that do not result in a loss of control as transactions with equity owners of the Group. A change in ownership interest results in an adjustment between the carrying amounts of the controlling and non-controlling interests to reflect their relative interests in the subsidiary. Any difference between the amount of the adjustment to non-controlling interests and any consideration paid or received is recognised in "other reserves" within equity attributable to equity holders of the Company.

When the Group ceases to consolidate or equity account for an investment because of a loss of control, any retained interest in the entity is remeasured to its fair value with the change in carrying amount recognised in consolidated income statement. This fair value becomes the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to consolidated income statement or transferred to another category of equity as specified/permitted by applicable IFRS Accounting Standards.

If the ownership interest in an associate is reduced but significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income are reclassified to consolidated income statement where appropriate.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

36 SUMMARY OF OTHER ACCOUNTING POLICIES (continued)

36.1 Principles of consolidation and equity accounting (continued)

(v) Business combination

The acquisition method of accounting is used to account for all business combinations, regardless of whether equity instruments or other assets are acquired. The consideration transferred for the acquisition of a subsidiary comprises the:

- the fair values of the assets transferred,
- the liabilities incurred to the former owners of the acquired business,
- the equity interests issued by the Group,
- the fair value of any asset or liability resulting from a contingent consideration arrangement, and
- the fair value of any pre-existing equity interest in the subsidiary.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date. The Group recognises any non-controlling interest in the acquired entity on an acquisition-by-acquisition basis either at fair value or at the non-controlling interest's proportionate share of the acquired entity's net identifiable assets.

Acquisition-related costs are expensed as incurred.

The excess of the:

- the consideration transferred,
- the amount of any non-controlling interest in the acquired entity, and
- the acquisition-date fair value of any previous equity interest in the acquired entity

over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the business acquired, the difference is recognised directly in consolidated income statement as a gain on bargain purchase.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of exchange. The discount rate used is the entity's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.

Contingent consideration is classified either as equity or a financial liability. Amounts classified as a financial liability are subsequently remeasured to fair value with changes in fair value recognised in consolidated income statement.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date. Any gains or losses arising from such remeasurement are recognised in consolidated income statement.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

36 SUMMARY OF OTHER ACCOUNTING POLICIES (continued)

36.2 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the CODM. The CODM, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as chief executive officer of the Company.

36.3 Foreign currency translation

(i) Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the "functional currency"). The Company's functional currency is US Dollar ("USD"). The Company's primary subsidiaries were incorporated in the PRC and these subsidiaries considered RMB as their functional currency. As the major operations of the Group are within the PRC, the Group determined to present its consolidated financial statements in RMB.

(ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates are generally recognised in consolidated income statement. They are deferred in equity if they relate to qualifying cash flow hedges and qualifying net investment hedges or are attributable to part of the net investment in a foreign operation.

Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. Translation differences on assets and liabilities carried at fair value are reported as part of the fair value gain or loss. For example, translation differences on non-monetary assets and liabilities such as equity instruments held at fair value through profit or loss are recognised in profit or loss as part of the fair value gain or loss and translation differences on non-monetary assets such as equity instruments classified as fair value through other comprehensive income are recognised in other comprehensive income.

(iii) Group companies

The results and financial position of foreign operations (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- assets and liabilities for each balance sheet presented are translated at the closing rate at the date of that balance sheet;
- income and expenses for each income statement are translated at average exchange rates (unless this is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the rate on the dates of the transactions); and
- all resulting currency translation differences are recognised in other comprehensive income/(loss).

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

36 SUMMARY OF OTHER ACCOUNTING POLICIES (continued)

36.4 Property, plant and equipment

Property, plant and equipment are stated at historical cost less accumulated depreciation and impairment. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the asset will flow to the Group and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised when replaced. All other repairs and maintenance are charged to the consolidated income statement during the year in which they are incurred.

Depreciation is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives or, in the case of leasehold improvements and certain leased plant and equipment, the shorter lease term as follows:

Buildings	20 years
Transportation equipment	4 years
Office furniture and equipment	3 to 5 years
Computer and electric equipment	3 to 5 years
Display and exhibition equipment	3 to 7 years
Leasehold improvements	Over the shorter of the lease term or the estimated useful life of the asset

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount (Note 36.7).

Gains and losses on disposals are determined by comparing the proceeds with carrying amount. These are included in the consolidated income statement.

36.5 Intangible assets

(i) Goodwill

Goodwill is measured as described in Note 36.1(v). Goodwill is not amortised but it is tested for impairment annually, or more frequently if events or changes in circumstances indicate that it might be impaired, and is carried at cost less accumulated impairment losses. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Goodwill is allocated to cash-generating units for the purpose of impairment testing. The allocation is made to those cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose. The units or groups of units are identified at the lowest level at which goodwill is monitored for internal management purposes, being the operating segments (Note 5).

(ii) Trademarks and licenses

Separately acquired trademarks and licenses are shown at historical cost. Trademarks and licenses acquired in a business combination are recognised at fair value at the acquisition date. Trademarks and licenses have a finite useful life and are carried at cost less accumulated amortisation and impairment losses.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

36 SUMMARY OF OTHER ACCOUNTING POLICIES (continued)

36.5 Intangible assets (continued)

(iii) Domain names

Domain names are initially recognised and measured at costs incurred to acquire and bring to use the domain names. Domain names have a finite useful life and are subsequently carried at cost less accumulated amortisation and impairment losses.

(iv) Software

Costs associated with maintaining programmes are recognised as an expense as incurred. Separately acquired software are shown at historical cost. Software acquired in a business combination are recognised at fair value at the acquisition date. They have a finite useful life and are subsequently carried at cost less accumulated amortisation and impairment losses.

(v) Amortisation methods and periods

The Group amortises intangible assets with a finite useful life using the straight-line method over the following periods:

Trademarks and licenses	5 to 10 years
Domain names	10 years
Software	3 to 5 years

36.6 Research and development

Research expenditures are recognised as an expense as incurred. Costs incurred on development projects are capitalised as intangible assets when recognition criteria are met, including (a) it is technically feasible to complete the software so that it will be available for use; (b) management intends to complete the software and use or sell it; (c) there is an ability to use or sell the software; (d) it can be demonstrated how the software will generate probable future economic benefits; (e) adequate technical, financial and other resources to complete the development and to use or sell the software are available; and (f) the expenditure attributable to the software during its development can be reliably measured. Other development costs that do not meet those criteria are expensed as incurred.

Development costs previously recognised as an expense are not recognised as an asset in a subsequent period.

36.7 Impairment of non-financial assets

Goodwill is not subject to amortisation and is tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at each balance sheet date.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

36 SUMMARY OF OTHER ACCOUNTING POLICIES (continued)

36.8 Investments and other financial assets

(i) Classification

The Group classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income or through profit or loss), and
- those to be measured at amortised cost.

The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses will be recorded either in consolidated income statement or in other comprehensive income. For investments in equity instruments that are not held for trading, this will depend on whether the Group has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income ("FVOCI").

The Group reclassifies debt investments when and only when its business model for managing those assets changes.

(ii) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

(iii) Measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss ("FVPL"), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in consolidated income statement.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Group classifies its debt instruments:

- Amortised cost: assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in finance income using the effective interest method. Foreign exchange gain or loss arising on derecognition is recognised directly in profit or loss and presented in other gains-net. Any gain or loss on derecognition and impairment losses are presented as a separate line item in the consolidated income statement.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

36 SUMMARY OF OTHER ACCOUNTING POLICIES (continued)

36.8 Investments and other financial assets (continued)

(iii) Measurement (continued)

Debt instruments (continued)

- FVOCI: assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through other comprehensive income, except for the recognition of impairment gains or losses, interest revenue and foreign exchange gains and losses which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to profit or loss and recognised in other gains-net. Interest income from these financial assets is included in finance income using the effective interest method. Foreign exchange gains and losses are presented in other gains-net and impairment expenses are presented as a separate line item in the consolidated income statement.
- FVPL: assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in profit or loss and presented net within other gains-net in the period in which it arises.

Equity instruments

The Group subsequently measures all equity investments at fair value. Where the Group's management has elected to present fair value gains and losses on equity investments in other comprehensive income, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the Group's right to receive payments is established.

Changes in the fair value of financial assets at FVPL are recognised in other gains-net in the consolidated income statement as applicable.

(iv) Impairment

The Group assesses on a forward-looking basis the expected credit losses associated with its debt investments at amortised cost and FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

For trade receivables and contract assets, the Group applies the simplified approach permitted by IFRS 9, which requires expected lifetime losses to be recognised from initial recognition of trade receivables and contract assets.

36.9 Inventories

Inventories are stated at the lower of cost and net realisable value. Inventories include trading merchandise. Cost is determined using the weighted average method. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs necessary to make the sale.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

36 SUMMARY OF OTHER ACCOUNTING POLICIES (continued)

36.10 Trade and other receivables

Trade receivables are amounts due from customers for goods and services provided in the ordinary course of business.

Trade and other receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, when they are recognised at fair value. The Group holds the trade and other receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest method. See Note 20 for further information about the trade receivables and Note 3.1.2 for a description of the Group's impairment policies.

36.11 Cash and cash equivalents

For the purpose of presentation in the statement of cash flows, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

36.12 Share capital

Ordinary shares are classified as equity.

Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax, from the proceeds.

Where the Group repurchases the Company's equity instruments, for example as the result of a share buy back or a share-based payment plan, the consideration paid, including any directly attributable incremental costs (net of income taxes) is deducted from equity as "treasury shares" until the shares are cancelled or reissued.

36.13 Trade and other payables

These amounts represent liabilities for goods and services provided to the Group prior to the end of financial period which are unpaid. Trade and other payables are presented as current liabilities unless payment is not due within 12 months after the reporting period. They are recognised initially at their fair value and subsequently measured at amortised cost using the effective interest method.

36.14 Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in profit or loss over the period of the borrowings using the effective interest method. Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are removed from the statement of financial position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss as finance costs.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

36 SUMMARY OF OTHER ACCOUNTING POLICIES (continued)

36.14 Borrowings (continued)

Borrowings are classified as current liabilities unless, at the end of the reporting period, the Group has a right to defer settlement of the liability for at least 12 months after the reporting period.

Covenants that the Group is required to comply with, on or before the end of the reporting period, are considered in classifying loan arrangements with covenants as current or non-current. Covenants that the Group is required to comply with after the reporting period do not affect the classification at the reporting date.

36.15 Borrowing costs

General and specific borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Qualifying assets are assets that necessarily take a substantial period of time to get ready for their intended use or sale.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

Other borrowing costs are expensed in the period in which they are incurred.

36.16 Current and deferred income tax

The income tax expense or credit for the period is the tax payable on the current period's taxable income based on the applicable income tax rate for each jurisdiction adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

Current and deferred tax is recognised in consolidated income statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

(i) Current income tax

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the balance sheet dates in the countries where the group entities operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and considers whether it is probable that a taxation authority will accept an uncertain tax treatment. The Group measures its tax balances either based on the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

36 SUMMARY OF OTHER ACCOUNTING POLICIES (continued)

36.16 Current and deferred income tax (continued)

(ii) Deferred income tax

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill. Deferred income tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are recognised only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Deferred tax liabilities and assets are not recognised for temporary differences between the carrying amount and tax bases of investments in foreign operations where the company is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

36.17 Employee benefits

(i) Pension obligation

In accordance with the rules and regulations in the PRC, the PRC based employees of the Group participate in various defined contribution retirement benefit plans organised by the relevant municipal and provincial governments in the PRC under which the Group and the employees are required to make monthly contributions to these plans calculated as a percentage of the employees' salaries, subject to certain ceiling. The municipal and provincial governments undertake to assume the retirement benefit obligations of all existing and future retired PRC based employees payable under the plans described above. Other than the monthly contributions, the Group has no further obligation for the payment of retirement and other post-retirement benefits of its employees. The assets of these plans are held separately from those of the Group in an independent fund managed by the PRC government. The Group's contributions to these plans are expensed as incurred.

There were no forfeited contributions (by employers on behalf of employees who leave the defined contribution retirement benefit plans prior to vesting fully in such contributions) to offset existing contributions under the defined contribution schemes.

(ii) Housing funds, medical insurances and other social insurances

The PRC employees of the Group are entitled to participate in various government-supervised housing funds, medical insurance and other employee social insurance plan. The Group contributes on a monthly basis to these funds based on certain percentages of the salaries of the employees, subject to certain ceiling. The Group's liability in respect of these funds is limited to the contributions payable in each period.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

36 SUMMARY OF OTHER ACCOUNTING POLICIES (continued)

36.17 Employee benefits (continued)

(iii) Short-term obligations

Liabilities for wages and salaries, including non-monetary benefits and accumulating sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in consolidated balance sheet.

(iv) Employee leave entitlement

Employee entitlement to annual leave is recognised when they have accrued to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the balance sheet date. Employees entitlement to sick leave and maternity leave are not recognised until the time of leave.

(v) Bonus plan

The expected cost of bonuses is recognised as a liability when the Group has a present legal or constructive obligation for payment of bonus as a result of services rendered by employees and a reliable estimate of the obligation can be made. Liabilities for bonus plans are expected to be settled within 1 year and are measured at the amounts expected to be paid when they are settled.

36.18 Share-based payment

Share-based compensation benefits are provided to employees via the 2021 RSU Scheme. Information relating to this scheme is set out in Note 25. The fair value of the employee services received in exchange for the grant of equity instruments is recognised as an expense on the consolidated financial statements. The total amount to be expensed is determined by reference to the fair value of the equity instruments granted:

- including any market performance conditions,
- excluding the impact of any service and non-market performance vesting conditions (e.g. profitability, sales growth targets and remaining an employee of the Group over a specified time period), and
- including the impact of any non-vesting conditions (such as the requirement for employees to serve).

The total expense is recognised over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied. At the end of each reporting period, the Group revises its estimates of the number of equity instruments that are expected to vest based on the non-marketing performance and service conditions. It recognises the impact of the revision to original estimates, if any, in consolidated income statement, with a corresponding adjustment to equity.

Notes to the Consolidated Financial Statements

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36 SUMMARY OF OTHER ACCOUNTING POLICIES (continued)

36.19 Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

36.20 Earnings or loss per share

(i) Basic earnings or loss per share

- the profit or loss attributable to owners of the Company, and
- by the weighted average number of ordinary shares outstanding during the financial year, adjusted for bonus elements in ordinary shares issued during the year and excluding treasury shares.

(ii) Diluted earnings or loss per share

- the after-income tax effect of interest and other financing costs associated with dilutive potential ordinary shares, and
- the weighted average number of additional ordinary shares that would have been outstanding assuming the conversion of all dilutive potential ordinary shares.

36.21 Leases

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Group.

Contracts may contain both lease and non-lease components. The Group allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices. However, for leases of real estate for which the Group is a lessee, it has elected not to separate lease and non-lease components and instead accounts for these as a single lease component.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

36 SUMMARY OF OTHER ACCOUNTING POLICIES (continued)

36.21 Leases (continued)

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date
- amounts expected to be payable by the Group under residual value guarantees
- the exercise price of a purchase option if the Group is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Group, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

To determine the incremental borrowing rate, the Group:

- where possible, uses recent third-party financing received by the individual lessee as a starting point, adjusted to reflect changes in financing conditions since third party financing was received
- uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk for leases held by the Group, which does not have recent third-party financing, and
- makes adjustments specific to the lease, e.g. term, country, currency and security.

If a readily observable amortising loan rate is available to the individual lessee (through recent financing or market data) which has a similar payment profile to the lease, then the Group entities use that rate as a starting point to determine the incremental borrowing rate.

Lease payments are allocated between principal and finance cost. The finance cost is charged to consolidated income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any lease incentives received
- any initial direct costs, and
- restoration costs, if any.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2025

36 SUMMARY OF OTHER ACCOUNTING POLICIES (continued)

36.21 Leases (continued)

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Group is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life.

Payments associated with short-term leases of equipment and vehicles and all leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less without a purchase option. Low-value assets comprise IT equipment and small items of office furniture.

36.22 Dividend distribution

Dividend distribution to the shareholders is recognised as a liability in the consolidated financial statements in the year in which the dividends are approved by the entities' shareholders or directors, where appropriate.

36.23 Government grants

Grants from the government are recognised at their fair value where there is a reasonable assurance that the grant will be received and the Group will comply with all attached conditions.

36.24 Interest income

Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets, the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

Financial Summary

The following table sets out our key financial data for the periods or as of the dates indicated.

The key financial data is extracted from the audited consolidated financial statements disclosed in the annual reports for the five last financial years.

	For the year ended 31 December				
	2021	2022	2023	2024	2025
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
Revenue	1,106,540	875,735	1,186,994	1,055,639	946,519
Gross profit	593,423	473,931	495,458	413,034	383,529
Profit/(loss) before income tax	80,949	(136,473)	(94,914)	(128,771)	(66,681)
Income tax expense	(9,658)	(3,793)	(4,147)	(3,459)	–
Profit/(loss) for the year	71,291	(140,266)	(99,061)	(132,230)	(66,681)
Profit/(loss) attributable to:					
Equity holders of the Company	74,054	(126,044)	(96,869)	(126,957)	(61,716)
Non-controlling interests	(2,763)	(14,222)	(2,192)	(5,273)	(4,965)

	As at 31 December				
	2021	2022	2023	2024	2025
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
Total assets	2,124,714	1,812,362	1,870,285	1,691,198	1,425,108
Total liabilities	839,271	641,829	851,848	823,621	663,082
Equity attributable to the equity holders of the Company	1,297,124	1,183,775	1,031,673	867,577	762,026

Definitions

“2021 RSU Scheme”	means the award scheme of the Company adopted by the Board on 15 January 2021, in its present or any amended form
“AGM”	the forthcoming annual general meeting of the Company to be held on Thursday, 21 May 2026
“associate(s)”	has the meaning ascribed thereto under the Listing Rules
“Audit and Risk Management Committee”	the audit and risk management committee under the Board
“Auditor”	BDO Limited, the independent auditor of the Company
“Board”	the board of Directors of our Company
“Brausen”	the overall decoration brand of the Company
“BVI”	the British Virgin Islands
“CEO”	the Chief Executive Officer of our Company
“CG Code”	the Corporate Governance Code as set out in Appendix C1 of the Listing Rules
“Chairman”	the chairman of the Board
“China” or “PRC”	the People’s Republic of China, and for the purposes of this annual report for geographical reference only (unless otherwise indicated), excluding Taiwan, Macau and Hong Kong
“CIT”	corporate income tax
“Companies Ordinance”	the Companies Ordinance (Chapter 622 of the Laws of Hong Kong), as amended, supplemented or otherwise modified from time to time
“Company”, “our Company”, “we” or “us”	Qeeka Home (Cayman) Inc. 齊屹科技(開曼)有限公司 (formerly known as China Home (Cayman) Inc.), an exempted company with limited liability incorporated in the Cayman Islands on 20 November 2014, whose Shares are listed on the Main Board of the Stock Exchange (stock code: 1739)
“Contractual Arrangement(s)”	the series of contractual arrangements entered into by, among Shanghai Qijia, Qijia Network Technology and the shareholders of Shanghai Qijia, details of which are described in the section headed “Contractual Arrangements” of the Prospectus
“Controlling Shareholder(s)”	has the meaning ascribed thereto under the Listing Rules
“Director(s)”	the director(s) of our Company
“FVOCI”	financial assets at fair value through other comprehensive income
“FVPL”	financial assets at fair value through profit or loss
“GF Xinde”	GF Xinde Investment Management Co., Ltd.

Definitions

“Group” or “our Group”	the Company (any one or more of, as the context may require) and its subsidiaries and operating entities
“HK\$” or “HKD”	Hong Kong dollars, the lawful currency of Hong Kong
“Hong Kong” or “HK”	the Hong Kong Special Administrative Region of the PRC
“IAS”	the International Accounting Standards
“IASB”	the International Accounting Standards Board
“IDC” or “Interior Design and Construction Business”	the provision of interior design and construction service
“IFRS”	the International Financial Reporting Standards, which include standards and interpretations promulgated by the International Accounting Standards Board (IASB), and the International Accounting Standards (IAS) and interpretation issued by the International Accounting Standards Committee (IASC)
“Independent Third Party(ies)”	third party(ies) independent of, and not connected with, the Company and its connected persons (as defined under the Listing Rules)
“Innovation and others”	the provision of other initiative services, mainly including Supply Chain Service, cross-border e-commerce business and other business
“International Service Business”	includes cross-border business of the Group, a segment spun off from “Innovation and others Business” in the Reporting Period
“IPO”	the Company’s initial public offering and listing of its shares on Main Board of the Stock Exchange on 12 July 2018
“Jumei”	Qijia Jumei (Suzhou) Refined Construction Technology Co., Ltd.* (齊家居美(蘇州)精裝科技有限公司), a company with limited liability incorporated in PRC on 30 August 2016
“Latest Practicable Date”	21 April 2026, being the latest practicable date for the purpose of ascertaining certain information contained in this annual report prior to its publication
“Listing Date”	12 July 2018, on which the Shares were listed on the Stock Exchange and from which dealings in the Shares were permitted to commence on the Stock Exchange
“Listing Rules”	the Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited, as amended, supplemented or otherwise modified from time to time
“LLC”	limited liability company
“Main Board”	the stock exchange (excluding the option market) operated by the Stock Exchange which is independent from and operates in parallel with the Growth Enterprise Market of the Stock Exchange
“Memorandum and Articles of Association”	the amended and restated memorandum of articles of association and articles of association of our Company, conditionally adopted on 22 May 2023, and as amended from time to time

Definitions

“Model Code”	Model Code for Securities Transactions by Directors of Listed Issuers as set out in Appendix C3 of the Listing Rules
“Mr. Deng”	Mr. DENG Huajin, our founder, Chairman of our Board, Executive Director, CEO and our single largest Shareholder
“Nomination Committee”	the nomination committee under the Board
“PRC Operating Entities”	Shanghai Qijia and its subsidiaries and branches, the financial accounts of which have been consolidated and accounted for as if they were subsidiaries of our Company by virtue of the Contractual Arrangements
“Pre-IPO Share Option Scheme”	the pre-IPO share option scheme of the Company adopted in 2011 and 2016, and was formalized in 2018. The expiry date of pre-IPO share option scheme was in 2021, replaced by another share-based compensation plan
“Prospectus”	the prospectus being issued in connection with the IPO
“Qeeka Holding”	Qeeka Holding Limited, an exempted company with limited liability incorporated in the BVI on 18 November 2014, which is wholly owned by Mr. Deng
“Qijia Network Technology”	Qijia (Shanghai) Network Technology Co., Ltd.* (齊家網(上海)網絡科技有限公 司), a company with limited liability incorporated in the PRC on 16 April 2015 and a subsidiary of the Company
“Remuneration Committee”	the remuneration committee under the Board
“Renminbi” or “RMB”	Renminbi, the lawful currency of the PRC
“Reporting Period”	the year ended 31 December 2025
“RSU(s)”	restricted share unit(s)
“RSU Trustee”	Tricor Trust (Hong Kong) Limited was appointed as the independent trustee for the administration of the 2021 RSU Scheme
“SaaS and Marketing Service Business”	the provision of SaaS based total marketing solution, targeted marketing services, inspection service and others
“Sales lead”	the data that identifies someone as a potential demand user of Interior Design and Construction
“Seagull”	a PRC company listed on the Shenzhen Stock Exchange (Stock code: 002084) that engages in the production and sales of high-grade sanitary ware and interior customized furnishing supplies
“Series A Investors”	the holders of Series A Preferred Shares, namely Series A-1 Investors, Series A-2 Investors, Series A-3 Investors, and Series A-4 Investors
“SFO”	the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong) as amended, supplemented or otherwise modified from time to time

Definitions

“Shanghai Qijia”	Shanghai Qijia Network Information Technology Co., Ltd.* (上海齊家網信息科技股份有限公司), a company incorporated in the PRC with limited liability on 9 August 2007, and is controlled by our Group through the Contractual Arrangements
“Shanghai Qiyi”	Shanghai Qiyi Information Technology Co., Ltd.* (上海齊屹信息科技有限公司), a company incorporated in the PRC with limited liability on 8 September 2011, which is a directly wholly-owned subsidiary of Shanghai Qijia
“Shanghai Qiyu”	Shanghai Qiyu Information Technology Co., Ltd.* (上海齊煜信息科技有限公司), a company incorporated in the PRC with limited liability on 23 September 2015, which is a wholly-owned subsidiary of the Company
“Share(s)”	ordinary share(s) in the share capital of the Company, with a nominal value of US\$0.0001 each
“Shareholder(s)”	holder(s) of the Shares
“Stock Exchange”	The Stock Exchange of Hong Kong Limited
“subsidiary” or “subsidiaries”	has the meaning ascribed thereto in section 15 of the Companies Ordinance
“Supply Chain Service”	the provision of building and home decoration materials
“USD”	United States dollar, the lawful currency of the United States
“Youzi”	the partial renovation brand of the Company
“%”	per cent.

* The English names of the PRC nationals, enterprises, entities, departments, facilities, certificates, titles and the like are translation and/or transliteration of their Chinese names and are included for identification purposes only. In the event of inconsistency between the Chinese names and their English translations and/or transliterations, the Chinese names shall prevail.